

Millennium Challenge Account Namibia



Monitoring and Evaluation Plan

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Approved: [...]

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Abbreviations

CBRLM	Community-based Rangeland and Livestock Management
CoEs	Colleges of Education
COSDEC	Community Skills Development Centre
COSDEF	COSDEC Foundation
DVS	Directorate of Veterinary Services
ENP	Etosha National Park
ERR	Economic Rate of Return
ETSIP	Education and Training Sector Improvement Programme
GIS	Geographic Information System
GRN	Government of the Republic of Namibia
HAMU	HIV/AIDS Management Unit (in MoE)
INP	Indigenous Natural Product
IP	Implementing Partner
IPTT	Indigenous Plants Task Team
ITT	Indicator Tracking Table
M&E	Monitoring & Evaluation
MAWF	Ministry of Agriculture, Water and Forestry
MCA-N	MCA Namibia
MCC	Millennium Challenge Corporation
MET	Ministry of Environment and Tourism
MIS	Management Information System
MLR	Ministry of Lands and Resettlement
MoE	Ministry of Education
MRLGHRD	Ministry of Local and Regional Government, Housing and Rural Development

NACSO	Namibia Association of Community Based Natural Resource Management Support Organizations
NCA	Northern Communal Areas
NTA	Namibia Training Authority
NTB	Namibia Tourism Board
RIAS	Rangeland Intervention Areas
PIA	Programme Implementation Agreement
PON	Polytechnic of Namibia
PPO	Primary Producer and Processor Organisations
QDRP	Quarterly Disbursement Request Package
RSRC	Regional Study and Resource Centre
SME	Small and Medium Enterprise
VTC	Vocational Training Centre

1. Overview

This M&E Plan has been developed by MCA Namibia (MCA-N) to serve as a tool to plan and manage the process of monitoring, evaluating, and reporting progress towards achieving Compact results. It is used in conjunction with other reporting and management tools such as work plans, procurement plans, and financial plans.

The M&E Plan serves the following functions:

- Explains in detail how and what will be a) monitored for the various Projects and Activities to determine whether they are on track to achieving their intended results and b) evaluated to estimate the impact and determine cost effectiveness of projects and activities.
- Includes all indicators that must be reported to MCC, and the targets they must be reported against.
- Serves as a guide for programme implementation and management and a communication tool that allows MCA-N and other stakeholders to understand the objectives and targets the Compact must achieve and progress made towards those objectives and targets as implementation proceeds.
- Provides data and information to support decisions about programme adjustments.

The M&E Plan is considered a binding document, and failure to comply with its stipulations could result in suspension of disbursements. It may be modified or amended as necessary only with the approval of MCC and the MCA-N Board.

2. Summary of Programme, Projects, and Objectives

2.1 Description of Compact

The MCA-N Programme focuses on three key sectors: Education, Tourism, and Agriculture.

The primary goal of the Compact is to reduce poverty in Namibia through economic growth. More specifically, the three project-level objectives are as follows:

1. To alleviate workforce quality constraints to private sector-led growth by enhancing the equity and effectiveness of basic, vocational, and tertiary education.
2. To grow the Namibian tourism industry with a focus on increasing income to households in communal conservancies.
3. To increase the total value added from livestock in the Northern Communal Areas (NCAs) of Namibia and to increase income from indigenous natural products (INPs) accruing to the poor nationwide.

The **Education Project** will improve the quality of education and training and access for under-served groups, enhancing the quality of the country's labour force and increasing employment opportunities for young people. The activities and sub-activities of this project are:

1. Improving the quality of general education
 - a. Construction and rehabilitation of 47 schools
 - b. Technical assistance to improve school maintenance and administration
 - c. Equipment for Colleges of Education (CoEs)
2. Improving access to and management of textbooks
 - a. Textbook baseline study
 - b. Procurement and distribution of English, math, and science textbooks
 - c. Textbook management training
3. Construction and management of Regional Study and Resource Centres (RSRCs)
 - a. Construction of three RSRCs
 - b. Technical assistance and training to RSRC staff
4. Expanding vocational and skills training
 - a. Construction and upgrading of 9 COSDECs (Community Skills and Development Centres)
 - b. Technical assistance to establish a National Training Fund
 - c. Competitive grants for high-priority vocational training programmes
5. Expanding and improving access to tertiary finance
 - a. Technical assistance to develop a strategy for expanding and improving access to tertiary finance

Cross-sector support – Strengthening the Ministry of Education (MoE) HIV/AIDS Management Unit. Technical assistance to improve HIV/AIDS planning and develop and implement programmes.

The **Tourism Project** will improve the management and infrastructure of Etosha National Park (ENP), enhance the marketing of Namibian tourism and, develop the capacity of communal conservancies to attract investments in ecotourism and increase their revenue. The activities and sub-activities of this project are:

1. Improved management and infrastructure of ENP
 - a. Policy reform and technical assistance to support improved management of ENP

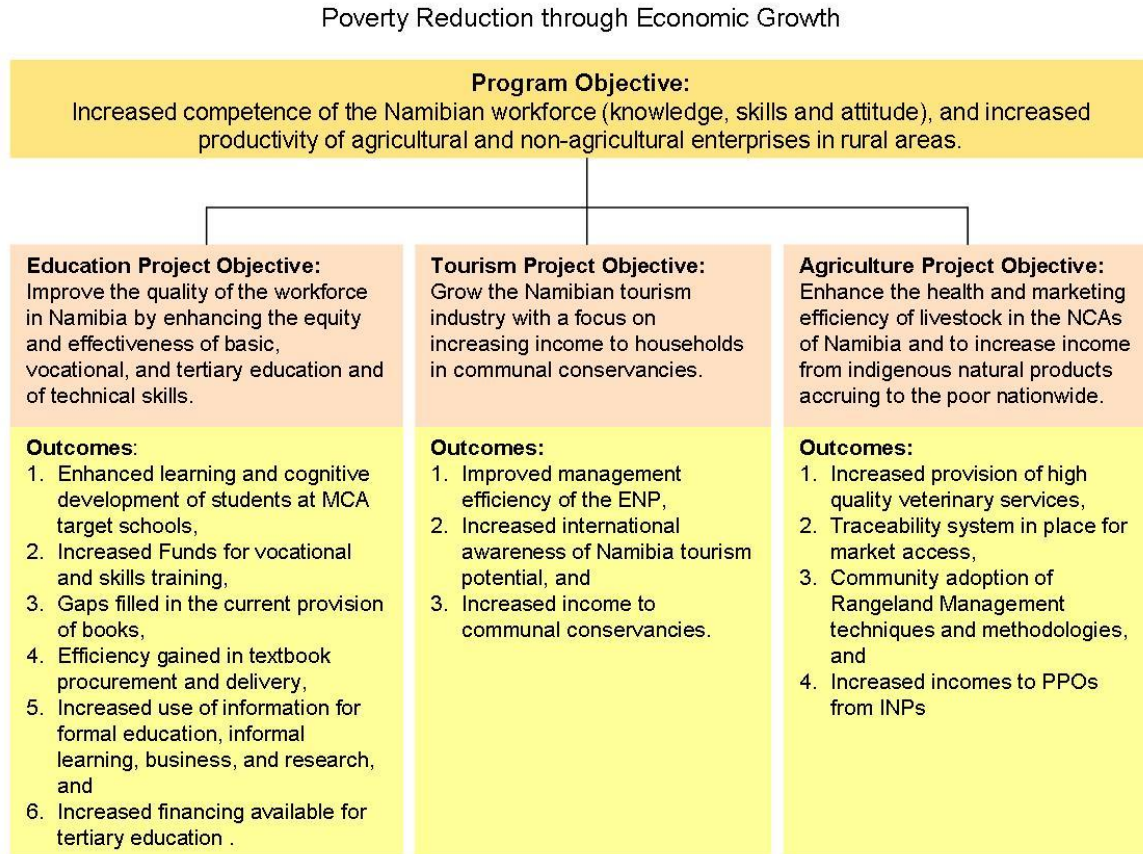
- b. Infrastructure investments in management centres and staff housing
 - c. Provision of road maintenance and game translocation equipment
- 2. Marketing Namibia Tourism
 - a. Destination marketing to the North American market
 - b. Development and marketing of local and regional tourism routes
 - c. Interactive website development
- 3. Ecotourism Development in Conservancies
 - a. Needs assessment of conservancies
 - b. Technical assistance and capacity building for conservancies
 - c. Grant funds for conservancies for joint-venture enterprises

The **Agriculture Project** will support investments aimed at achieving a sustainable increase in the economic performance of the agricultural sector. The activities and sub-activities of this project are:

- 1. Land Access and Management
 - a. Communal land support
 - b. CBRLM
- 2. Livestock Support
 - a. Construction of State Veterinary Offices
 - b. Livestock traceability system
 - c. Livestock market efficiency fund
- 3. INP Development
 - a. PPO Capacity Building
 - b. INP Innovation Facility

2.2 Programme Logic

The following is the Programme Logic Diagram that outlines the Namibia Programme's Goals, Objectives, and Outcomes.



2.3 Expected Impact

Overall, the US\$304.5 million invested through the MCA-N Programme is expected to generate US\$335.8 million in increased income and benefits over the life of the investment¹. At the end of the five-year Compact, the poverty rate is expected to decrease by 8 percentage points, from 28 percent to 20 percent. The unemployment rate is expected to decrease by 3.4 percentage points, from 36.7 percent to 33.3 percent. These Goal level indicators are national level indicators that come from the National Development Plan 3 (NDP 3) and are used because the MCA-N Programme is anticipated to contribute to the broader efforts of the Government of the Republic of Namibia (GRN); however, the MCA-N Programme will only be one part of a larger effort undertaken by GRN to achieve these goals.

¹ This is the net present value of the benefits over the time indicated in the table below using a discount rate of 10%.

2.4 Economic Analysis

The economic impact of the Namibia Programme's activities was estimated through economic rate of return (ERR) calculations, using a cost-benefit analysis. These ERRs were calculated by MCC prior to approval of the Programme, and attempt to quantify the increase in incomes that will be generated by the activity. They are only estimates, and any ex-post analysis on the same activity may produce a different result due to improved data, costs or benefits that may not have been included in the initial analysis, and programme adjustments during implementation. These ex-ante estimates are included in the M&E Plan to provide some context about the long-term impacts that are expected from the Programme.

Below is a table summarizing the results of the ERR analyses conducted on the Namibia Programme's activities. It should be noted that in some cases, an ERR is not calculated for an activity, due to lack of available data.

Project	Activity	ERR	Time Horizon (Years)	Key Benefits
EDUCATION	Improving the Quality of General Education (47 Schools)	13.7%	20	<ul style="list-style-type: none"> Increased Employment Income Reduced Costs to the Education sector due to lower repetition and failure rates
	Expanding vocational and skills training (Construction of COSDECs)	44%	20	<ul style="list-style-type: none"> Increased income of participants
	Assistance to the National Training Fund and identification of priority vocational skills training areas	22.2%	20	<ul style="list-style-type: none"> Reduced costs of provision of training Increased income of participants
	Improving Access to and management of textbooks	114%	10	<ul style="list-style-type: none"> Efficiency gains via reduced distribution and procurement costs Improved learning Future earnings for population.
	Expanding and Improving Access to Tertiary Finance	21.1%	20	<ul style="list-style-type: none"> Increased number of graduates of tertiary education
TOURISM	Ecotourism development in conservancies	6.9%	20	<ul style="list-style-type: none"> Increased employment income Conservancy income Profits to joint-venture partners Tax revenues to the Namibian government Increased wildlife stocks
	Improved Management of ENP	11%	2	<ul style="list-style-type: none"> Increased tourism visits and value added to the Namibian economy, increased income/receipts at ENP itself.
	Tourism Marketing Activity	17.8%	6	<ul style="list-style-type: none"> Increased tourism visits

Project	Activity	ERR	Time Horizon (Years)	Key Benefits
				<ul style="list-style-type: none"> Value added from overseas tourists.
AGRICULTURE	Land Access and Management and Livestock Support	8.7%	20	<ul style="list-style-type: none"> Efficiency gains in marketing and transport Reduced losses due to quarantine and transport inefficiencies Reduced expected losses due to severe drought.
	INPs	2.9%	20	<ul style="list-style-type: none"> Expanded supply by primary producers Increase in price of INP due to certification and marketing

2.5 Programme Beneficiaries

Based on MCC staff estimates, the MCA-N Programme is expected to reach more than 1 million beneficiaries over 20 years. The approach for determining the number of beneficiaries for a given activity depends on the type of investment. Below are the key investment categories, according to MCC's Beneficiary Analysis guidelines:

- *National or Regional Investments*, including large-scale infrastructure projects that are expected to affect a geographical section of the economy such that all citizens in that area beneficiaries.
- *Broad-Based Investments*, including other large-scale investments whose beneficiaries are typically counted as users of the new or improved public systems.
- *Targeted Projects*, including all other activities that benefit specific individuals and households, such as projects that focus on agricultural development or land tenure formalization. For such projects, beneficiaries include all members of the households that experience higher incomes.

The Beneficiary Analysis guidelines define beneficiaries as individuals who experience an income gain due to the investment. Below is a summary of estimated beneficiaries for the programme, broken down by project.

Project	Estimated Beneficiaries
Agriculture	750,220
Education	1,063,413
Tourism	168,661

Note: These project counts do not account for potential overlap of beneficiaries between projects, and so should not be added together and taken as a beneficiary estimate for the entire MCA-N Programme.

3. Monitoring Component

3.1 Monitoring Strategy

To monitor progress toward the achievement of the outcomes and impact expected from the programme, the Monitoring Component of the M&E Plan outlines how MCA-N will track performance against indicators and targets (the expected result and timeframe for achieving it) covering the Programme's activities. In order to track progress and performance through all phases of implementation, the M&E Plan includes indicators at multiples levels, including: Process Milestones, Output, Outcome, Objective, and Goal. These indicators and targets were jointly established by MCC and MCA-N.

Each of these indicator types, and their typical progression, is defined as the following:

Indicator Type	Definition	Example
Goal	Tracks impact on economic growth and poverty reduction	Poverty Rate
Objective	Higher order effects of outputs on beneficiaries	Change in farmer income Change in crop yield
Outcome	Immediate effects of outputs on beneficiaries	# of farmers adopting new technology
Output	Products and services produced	# of farmers trained
Process	Activities undertaken and milestones achieved	Contract signed

3.2 Indicator Documentation, Baselines and Targets

Detailed information on indicators, including definitions, timing and frequency of reporting, units, level, classification, source, and responsible parties for reporting, has been compiled in **Annex 1**.

Every indicator must have a baseline, which should be established prior to the start of the corresponding activity. All indicators also must have annual targets whenever appropriate. It should also be noted that even if the frequency of an indicator's target is annual, reporting on that indicator may be more frequent, to provide up-to-date information on progress; in many cases, the indicator will be reported on quarterly. Targets for process milestone and output indicators typically come from project work plans, though are not derived from these exclusively. Targets for outcome, objective, and goal indicators may be derived from the economic rate of return analysis or other quantitative analysis. The baselines and targets for each indicator are compiled in **Annex 2**.

In addition to the notes provided in the indicator tables, please note the following:

- Additional indicators may be added for the Livestock Efficiency Fund, the INP Innovation Fund, and the Conservancy Grant Fund after the detailed structures for these funds have been developed.
- Indicators, baselines, and targets for the Tertiary Finance activity will be added pending development of a more detailed structure of that component.

3.3 Data Quality Reviews

Ensuring that all data collected from implementers, surveys, government agencies or other sources is reliable, accurate, and consistent is critical in order to use the data for decision-making, drawing conclusions about programme outcomes and impacts, and conducting final evaluations of activities.

MCA-N is in the process of hiring data quality consultant that will conduct regular data quality reviews on all data, including ex-ante and ex-post reviews of all surveys and all indicators in the monitoring component. Data quality reviews will be carried out by an independent entity, and will address the following (though will not be limited to):

- Validity, reliability, timeliness, precision, and integrity of all data
- Data collection instruments
- Survey sampling methodologies
- Data collection procedures
- Data entry and storage
- Data analysis

Data quality reviews on the indicators in the M&E Plan and the data reported against them will take place at the end of Years 1, 3 and 5 of the Programme. In addition, a review of government data and sources that are contributing to monitoring and evaluation and of the data collection plans that activity implementers will be required to prepare will take place in Year 1. Detailed ex-ante and ex-post reviews of all of the baseline surveys, to examine survey design and quality and to review and assist with cleaning of the datasets also will take place over the course of Year 1. Additional survey data quality reviews will be undertaken as necessary. The timeframe for the above data quality activities may be subject to change due to programme adjustments and changing needs.

The results of all data quality reviews will be thoroughly documented, including the methodology used to conduct them, all major findings and issues, and recommendations for addressing any concerns or problems identified. The final version of the report will include all

comments from MCA-N and MCC in an appendix. The final report and comments must be approved by MCC.

MCA-N shall be responsible for ensuring that any recommendations accepted as part of the final approval of each data quality report are implemented and addressed. In cases where recommendations must be addressed by an implementer, government agency, or other entity, MCA-N shall be responsible for following up to ensure that they are carried out, and may provide technical support to assist with their implementation.

3.4 Standard Reporting Requirements

MCA-N will report quarterly on indicators and targets in the M&E Plan using the Indicator Tracking Table (ITT). An ITT must be submitted every quarter as part of the Quarterly Disbursement Request Package (QDRP). Individual indicators should be reported on within each ITT according to the frequency outlined in the M&E Plan. Some additional information on Monitoring and Evaluation also is required in the Narrative Report that is part of the QDRP.

The full set of requirements for quarterly reporting is outlined in MCC's *Guidance on Quarterly MCA Disbursement Request and Reporting Package*. MCA-N will follow the most current version of these guidelines when reporting each quarter.

All ITTs should be posted on the MCA-N website.

3.5 Linking Disbursement to Performance

According to the Program Implementation Agreement (PIA) between MCC and the Government of Namibia (GRN) through the National Planning Commission, there must be “satisfactory progress on the M&E Plan for the Programme, relevant Project or Project Activity and substantial compliance with the requirements of such M&E Plan” (PIA, p. 16) prior to each disbursement of programme funding. In the event that substantial compliance is not achieved, disbursements could be held up until the requirement is met.

4. Evaluation Component

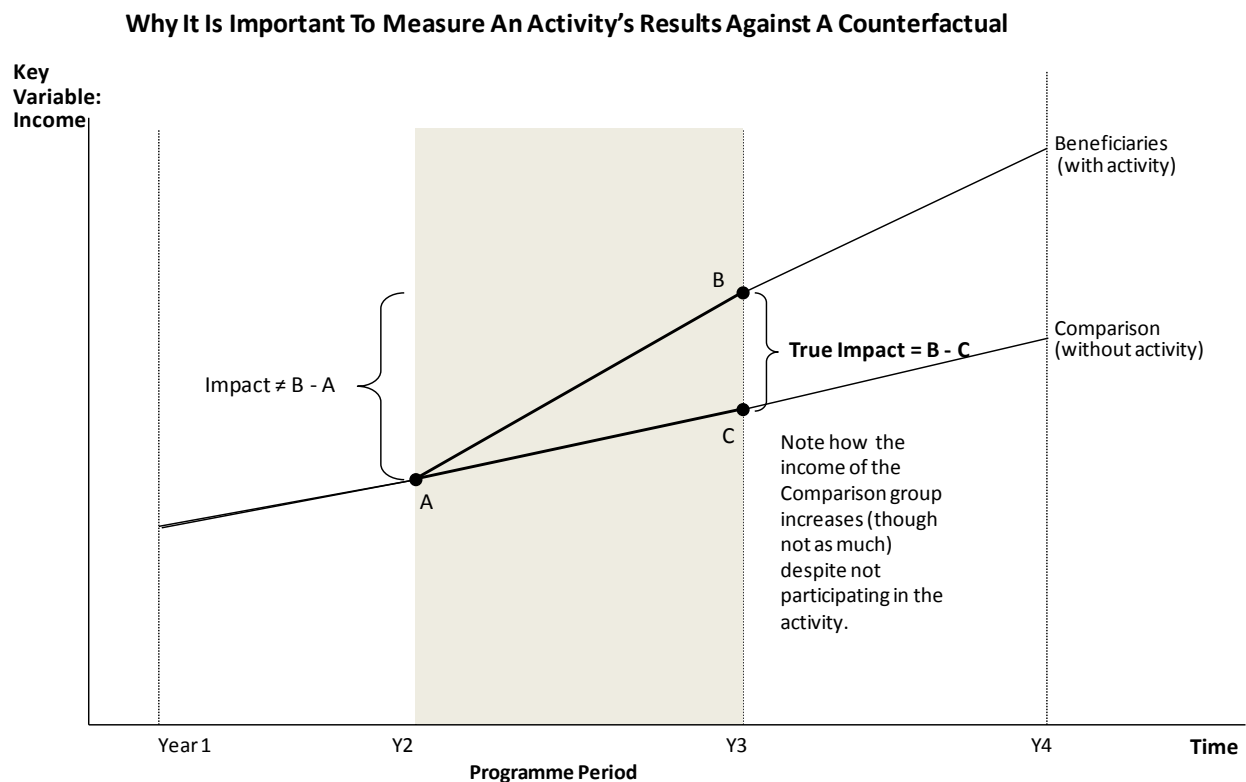
4.1 Introduction

Although programme monitoring is an integral part of tracking programme results, it is not sufficient to measure higher-level impacts on income and well-being of beneficiaries, or to glean lessons learned from implementation that can be applied to future interventions. Consequently, evaluations of projects and activities, either individually or in sensible combinations, are important to provide deeper measurement of results.

The methodology for each evaluation carried out should be tailored to what is feasible for the activity under examination, but also should strive to use the most rigorous quantitative method possible within that activity's particular implementation context. In particular, it is

important, when it is feasible, to conduct impact evaluations that employ a quantitative approach to measure results against a counterfactual, or what would have happened in the absence of the project or activity. Measuring results experienced by beneficiaries against a counterfactual scenario (usually a comparison group of statistically similar individuals) allows the true net impact to be calculated, and prevents overestimates of results, since individuals who are not beneficiaries of MCA-N activities may still see improvements in their living situation due to other factors.

Below is a graphic presentation of how impact evaluations employ a comparison against a counterfactual to determine the net impact attributable to the activity.



Below are descriptions of the evaluation concepts to date for each project and activity. In addition to the specific questions for each, all of them will look at differences in impact between men and women and relevant age and income groups as feasible and relevant, and will also assess lessons learned from implementation that can be applied to future similar activities.

4.2 Education Project

Rehabilitation and Construction of 47 Schools; Access to and Management of Textbooks

It is planned that these two activities be evaluated through a statistical modelling approach, most likely regression analysis, using the detailed education data collected twice a year by the Ministry of Education (MoE) for all schools in the country, through the 15th Day of School

statistics and the Annual Education Census and, as well as data from the National Household and Income Expenditure Survey and other supplemental sources. Given that the 47 school sites have been chosen based on needs, and the sample is therefore non-random, and the textbook activity has a national scope, targeting basically the country's entire population of learners, evaluation methodologies that are dependent on random selection processes are not possible.

The analysis will consider the following questions:

- Do improved school facilities contribute to higher quality of learning, and lead to higher performance and increases in student achievement? ²
- Does a higher student-textbook ratio produce higher-quality learning and increases in student achievement?

Key variables:

Based on the achievement-related variables that the MoE collects, there are several candidates for the dependent variable in the analysis, including (but not necessarily limited to):

- Promotion Rate (defined by MoE as the number of students deemed to meet the criteria necessary to move to the next grade),
- Number of learners in each grade who are there for the first time (i.e., the number of students who are not repeating the grade), and
- Examination Pass Rate for the Junior Secondary and Senior Secondary Exams for 10th and 12th Graders (these are disaggregated by subject; also, there are currently no corresponding national exams for any lower grades).

Due to the large amount of data collected by MoE, there should be sufficient additional independent variables to include in the model and the potential to use panel data³ to control for other influences on the outcomes of interest (student achievement). Among the model's tests would be whether a variable or variables representing school facilities is statistically significant in affecting change in the independent variable, and by what order of magnitude.

² Ideally, the evaluation would measure whether improved facilities increase student achievement, which, in turn, spawns higher earning over time. However, given the five-year timeframe of the programme, it will not be possible to measure impacts over a longer time horizon. As a result, quality of learning and student performance may serve as a proxy for eventual increase in income.

³ Panel Data is data that follows the same sample over time. In this case, data for a set of schools over a number of years.

Expanding Vocational and Skills Training

This activity presents an opportunity for an impact evaluation, comparing a cohort of those who enter vocational training centres with a cohort of those who do not, with two possible methodologies for establishing the “treatment” and “control” groups to compare what happens due to the programme versus the counterfactual of what happens without it. One possibility is to establish the treatment group from among students who enter programs in a given year and a control group from among students who are not granted admission that year due to space constraints. Due to the nature of the admissions process at many centres, a combination of regional-based quotas and a first-come, first-serve approach, there is already a random element to matriculation. If that proves not to be feasible, a propensity-score matching approach, creating pairs between students who enrol in vocational training and similar individuals who do not, could also be used.

The evaluation of the vocational and skills training activity will consider the following questions:

- Do vocational training programs increase income of graduates, compared to their earning potential if they had not completed them?
- Do vocational training programs reduce the amount of time it takes to find a job and the likelihood that one will be obtained?
- Do vocational training programmes and SMEs incubation support increase the entrance & prosperity into formal & informal businesses?

RSRCs, Tertiary Finance, and Cross-Sector Support

These three activities currently are not strong candidates for evaluation studies, as they do not present opportunities for feasible and cost-effective methodologies. It would be very difficult to track detailed benefits and impacts related to income on patrons of the RSRCs, let alone establish statistical attribution to the MCA-N intervention. Furthermore, there is little additional information to be gained from a qualitative or process evaluation that would not already be captured in the monitoring data. The cross-sector support project also does not lend itself to an evaluation for the same reasons.

The Tertiary Finance component is still undergoing significant programme design work, and it is not possible at this time to determine if an evaluation is appropriate, and if so, what methodology would best. Its evaluation potential will be revisited when the activity has a more concrete structure.

4.3 Tourism Project

Ecotourism Development in Conservancies

While not a candidate for an impact evaluation, this activity will be evaluated through a mix of quantitative and qualitative methods to compare results on beneficiaries and conservancies before and after the intervention. The study will draw on survey data on households and

communities in the 31 conservancies, programme monitoring data, and the plethora of data on conservancy revenue, economic activity, and other information collected each year by the Namibia Association of Community Based Natural Resource Management Support Organizations (NACSO). While it will not be able to establish a statistically rigorous counterfactual that assigns attribution of changes to conservancy and conservancy members' income to the MCA-N activities, it will include as much quantitative analysis as possible to assess the results and benefits achieved through a panel study. Due to the overlap between the Conservancy sub activity and the INP sub-activity, the evaluations will be combined.

The evaluation will consider the following questions:

- Do technical support and grants to conservancies increase business partnerships between conservancies and private businesses, and, in turn, increase conservancy revenue?
- Do technical support and grants to conservancies increase business activity that creates jobs and other opportunities for earned income for conservancy members?
- Do technical support and grants to conservancies improve the effectiveness of the mechanisms used for revenue distribution?
- Do the MCA-N conservancy support activities lead to an increase in household income over the life of its programme?
- Is there an increase in Conservancy-related employment as a result of MCA-N support?
- How many new jobs are created because of MCA-N support to conservancies?
- And if so, what levels of employment – formal/informal; unskilled/skilled/management?
- Does MCA-N support lead to a higher percentage of conservancy revenue to members?

Improved management and infrastructure of ENP and Marketing Namibia Tourism

These activities currently are not strong candidates for evaluation studies, as they do not present opportunities for analysis that would provide additional information to what will already be captured in the monitoring data.

4.4 Agriculture Project

CBRLM

This activity will have an impact evaluation using a randomized control trial approach. Treatment and control groups in Rangeland Intervention Areas (RIAS) will be chosen at random, considering geographic distribution, from among a pool of RIAs that meet the selection criteria.

The evaluation will consider the following questions:

- Do rangeland and livestock management training and technical support increase the average off-take rate and reduce the number of male cattle over 5 years?
- Does rangeland and livestock management training increase the quality of the grassland in communities as proxied by the average weight of three-year old cattle?
- Does the activity increase the mean household income of beneficiary households?
- Does the CBRLM Sub-Activity lead to an increased implementation rate of land use plans?
- *Does CBRLM Sub-Activity lead to improved use of rangeland and better quality livestock?*
- Does the CBRLM Sub-Activity training lead to increased knowledge of the following?
 - Land use
 - Livestock management
 - *Land use rights*

Communal Land Support

This activity will have a qualitative evaluation that assesses the key contributing factors to take-up of parcel registration and factors that may inhibit it. It will also look at changing perceptions about land tenure, benefits to households or community groups that stem from registration, and particular issues regarding women obtaining rights to parcels.

The evaluation will consider the following question:

- Has the communal land support activity changed perceptions and attitudes in the NCAs regarding the parcel registration process and increased confidence in the communal land system?

INPs Development

There is significant, but not full, overlap between communities with high concentrations of INP primary producers within the conservancy population thus the evaluation of the two sub-activities that is INP and conservancy will be combined. It is estimated that the INP sub-activity covers all INP producers there is in the country and this makes it not feasible to make use of a true impact evaluation of this sub-activity as a logical counterfactual cannot be established. A suitable control group cannot be established. The evaluation of the INP sub-activity will thus be limited to a partial evaluation that compares among other things changes in mean household incomes among beneficiaries of the project from baseline (2010), midterm (2012) and end of project (2014) evaluations through a panel study. The same households will be tracked in all three rounds of the evaluations and monitoring surveys. Among other things, the evaluation will consider the following questions:

- Do the technical assistance package and the small grants increase the volume of production and sales by harvesters and producer organizations, increasing their income and revenue?
- What is the up-take rate of the practices and techniques introduced as part of the technical assistance?
- Did the volume of processed INP products produced increase?
- Do the MCA-N conservancy support activities lead to an increase in household income over the life of its programme?
- Is there an increase in INP-related employment as a result of MCA-N support?
- How many new jobs are created because of MCA-N support to conservancies?
- And if so, what levels of employment – formal/informal; unskilled/skilled/management?
- Does MCA-N support lead to a higher percentage of INP revenue to members?

Livestock Market Efficiency Fund and INP Innovation Facility

These two funds will be evaluated by calculating ex-post economic rates of return for each of them, using data collected on grantees.

Livestock Support

This activity does not lend itself to an evaluation. Due to the broad reach of this programme, it would be difficult to track specific benefits to households and cattle, and additional results beyond what will be measured under the monitoring component, making an evaluation study not worthwhile.

5. Surveys

The following table outlines the various surveys planned to provide additional data to contribute to the monitoring component and to support the Evaluation component.

Project	Activity	Survey	Purpose	Timing
EDUCATION	Vocational Education (COSDEC and Support to NTA)	Tracer survey on students and comparison groups, focusing on employment and income	Contribute to monitoring indicators and evaluation on effects of vocational training on employment and income	Baseline 2010; 2-3 follow-up rounds in Years 3-5
TOURISM & AGRICULTURE	Conservancy and INP Support	Household and Community Survey (also conservancy and PPO organizations)	Contribute to measuring impact of activities on household income, organization revenue, and employment	Baseline in 2010; Follow-up in 2012 and End of Project Survey in 2014

AGRICULTURE	CBRLM and Communal Land Support	Community and Household Survey of households in RIAs (both working and control group)	Measure income, off-take, adoption of CBRLM practices, for both monitoring and impact evaluation.	Baseline in 2010, Follow-up in 2013 and End of Project Survey in 2014
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6. Gender

About 60% of households in the NCAs, the major geographic focus of the MCA-N Programme, are headed by women. Several project activities, such as INPs Development, Communal Land Support, and Vocational Education, have the potential to target a significant number of female beneficiaries. Consequently, it is necessary to disaggregate key indicators by sex, and track female beneficiaries as appropriate in surveys and evaluations. Indicators that will be disaggregated by gender are marked as such in the **Indicator Information** Tables in the M&E Plan. In cases where disaggregated baseline data is currently available, it is also reported in the Indicator Tables. In cases where baseline data has not been collected, appropriate disaggregation will take place.

Please note that this disaggregation is for tracking purposes only, and there are no targets set for this breakdown. All targets in the M&E plan are for the total actual value reported

7. Vulnerable Groups

The MCA-N Compact requires that “indicators will be disaggregated by gender, income level and age, and beneficiary types to the extent practicable”. MCA-N is using sectoral policy definitions wherever available to define “vulnerable groups”. Vulnerable groups are a beneficiary type and certain indicators will be disaggregated accordingly. In the Education and social sectors a number of documents are available defining both marginalised and vulnerable children.⁴ In the Agriculture and Tourism sectors such definitions are not readily available.⁵ The definitions described below will be used to disaggregate selected M&E indicators, as defined in Annex 1.

Within the Agriculture Sector, vulnerable people:

- Indigenous minorities⁶;
- People living with disabilities;

⁴ National Policy on Orphans and Vulnerable Children (2004); National Policy of Educationally Marginalised Children (2000); Education Sector Policy for Orphans and Vulnerable Children (2008).

⁵ The Office of the Prime Minister is currently completing a Vulnerability Assessment which will provide a national framework for defining vulnerability. MCA-N is in discussion with the OPM on this, and the definitions used here may be refined accordingly.

⁶ For the purposes of the MCA-N M&E Plan, “Indigenous Minorities” are defined using the principal of self-determination described in the *United Nations Declaration on the Rights of Indigenous Peoples (Resolution 61-295)*, which to date in Namibia are the San and Himba ethnic groups.

- Elderly headed households whose primary source of income is a pension; and
- Female-headed households.

Within the Education Sector, vulnerable children include:

- The girl-child;
- Indigenous minorities;
- Orphans (children under 18 who have lost one or both parents);
- A child living with a disability or living in a household headed by a person with a disability; and
- A child receiving a social grant (maintenance; foster; or disability).

Within the Tourism Sector, vulnerable people include:

- Indigenous minorities;
- People living with disabilities;
- Elderly headed households whose primary source of income is a pension; and
- Female-headed households.

As for the gender disaggregation, please note that this disaggregation is for tracking purposes only, and there are no targets set for this breakdown. All targets in the M&E plan are for the total actual value reported.

8. Modifying the M&E Plan

MCA-N is required under Section 2.9 of the PIA to submit an updated M&E Plan to MCC on an annual basis. The M&E Plan will be reviewed and revised as necessary in the last quarter of each Compact year, and MCA-N will submit an updated M&E Plan to MCC and the MCA-N Board by the start of each Compact Year. All changes to the plan must comply with the current version of MCC's *Policy for Monitoring and Evaluation of Compacts and Threshold Programs*.

9. Assumptions and Risks

Key assumptions about necessary factors for success and potential underlying risks are associated with all projects and activities. These are summarized below and included in the M&E Plan to provide background information about the assumptions made when estimating expected outcomes and impacts and context about external factors that may affect performance against indicators and targets and influence programme results. These lists aim to be comprehensive, but should not be considered exclusive; it is possible that additional factors may be discovered over time during programme implementation to affect performance.

MCA-N will revise this section of the M&E Plan by September 2010.

9.1 Assumptions

Education Project

Improving the quality of general education	<ul style="list-style-type: none"> Improved and expanded school facilities improve the quality of learning, which, in turn increases students' income over the long-term.
Improving access to and management of textbooks	<ul style="list-style-type: none"> An increased student to textbook ratio will improve learning quality, which, in turn, increases income over the long-term. The management and storage training functions of the activity will ensure that the better student-to-textbook ratios and textbook usage and distribution improvements be maintained over the long term.
Constructing and supporting management of RSRCs	<ul style="list-style-type: none"> New RSRCs will attract a larger number of patrons who will use the facilities and materials to undertake activities that will increase their income earning potential, such as use computers to work on their CVs, check out learning materials to improve their education, or do homework to improve their performance in school.
Expanding vocational and skills training	<ul style="list-style-type: none"> Students who complete vocational training programmes will be more productive and as a result earn higher incomes than would have otherwise been the case for the person that would have been employed without the programme. Those better trained workers will spur some new investment and job creation, so that new jobs are created.
Expanding and improving access to tertiary finance	<ul style="list-style-type: none"> The technical assistance provided will produce actionable recommendations that when adopted by GRN will lead to more students being able to attend tertiary education and increase their income earning capacity.
Cross-sector support – Strengthening the Ministry of Education (MOE) HIV/AIDS Management Unit	<ul style="list-style-type: none"> Improved HIV/AIDS awareness and prevention at regional level (the technical assistance will focus on support to HAMU's regional offices) will lead to a reduced impact on the HIV/AIDS pandemic on teachers and students mitigating the loss of efficiency in the education system due to teacher and student absence due to illness and mortality.

Tourism Project

Improving management and infrastructure of ENP	<ul style="list-style-type: none"> Constructing staff housing and management centres will attract more senior staff to ENP and will raise morale of all staff, therefore improving management performance resulting in an improved tourist visitor experience and increased tourist visitor numbers (up to sustainable maximum). MET and GRN are supportive of additional tourism enterprise opportunities for joint ventures between conservancies and the private sector in and around ENP, creating direct and indirect income and employment opportunities for conservancy members and other Namibians active in the tourism sector. Improved park and road maintenance equipment will be used to improve the quality of roads and facilities in ENP and adjacent conservancies, thereby improving the tourist visitor experience and increasing tourism visits to conservancies and ENP. MET is supportive of the “change management” reforms identified for ENP, setting a new model for park management that is more cost-effective and efficient, allowing ENP to maintain competitiveness with other national parks in the Southern African Region and continuing to draw tourist visitors as a key tourism destination in Namibia.
Marketing Namibia Tourism	<ul style="list-style-type: none"> Tourists from the United States and Canada will respond to increase marketing and choose to travel to Namibia over other destinations, creating income and employment opportunities in the sector. Traffic on the new regional tourism routes will result in increased lodge bookings and uptake of other activities that prompt increased tourism spending, particularly at conservancy tourism enterprises. An improved NTB website will lead to better marketing of Namibia as a tourist destination, and therefore more visitors to Namibia. Even in the wake of a global economic downturn, tourist visits to Namibia can still increase as the type of tourists coming to Namibia is less affected by the downturn.
Developing Ecotourism in Conservancies	<ul style="list-style-type: none"> There is sufficient private sector interest in joint ventures with conservancies to respond to the joint venture fund and generate new businesses. Rare wildlife translocation to conservancies will improve their viability as a tourism destination. Conflicts emanating from increased wildlife in conservancies can be managed through preventive measures and insurance schemes, and will not discourage conservancy members from supporting tourism as a livelihood strategy. Tourists will continue to seek out lodges and campsites that are slightly off the beaten track and carry a “community-friendly” label. Conservancies are viable models to manage or benefit from tourism enterprises and financial benefits can be distributed to members in an equitable fashion. Increases in demand for tourism products on conservancies can be managed in an environmentally sustainable manner.

Agriculture Project

Land Access and Management	<ul style="list-style-type: none"> • Community members will cooperate in managing grassland resources for communal benefit, rather than individual gain. • Improved rangeland management and livestock health will not motivate farmers to increase their livestock herd size. • Communal Land Support efforts will generate an increase in applications for parcel registration. • Communities can obtain management rights over local grazing areas so that they have an incentive to manage these areas more sustainably. • There is political will within GRN to support both registration of legitimately-obtained land parcels greater than 20 hectares, as well as investigation of those parcels obtained in a less straightforward manner. • Land registration will lead to improved land management and increased financial security for the land users.
Livestock Support	<ul style="list-style-type: none"> • Farmers in the NCAs will respond to efforts to increase commercial marketing / off-take of livestock. • Construction of State Veterinary Offices in underserved areas will improve livestock health, and lead to increased household incomes. • Tagging cattle and other livestock will facilitate management of disease outbreaks and streamline annual vaccination processes. • Tagging cattle and other livestock will be recognized by the World Animal Health Organization as an important step towards achieving disease free status in the NCAs. • A constraint to increased marketing / off-take of livestock is lack of cost-effective mechanisms to move cattle from farm to market, and this constraint can be addressed through specific interventions that increase the efficiency of the marketing process.
INPs Support	<ul style="list-style-type: none"> • Demand for Namibian INPs exists and can be increased through targeted interventions related to improving the supply and quality of existing products and identifying new products. • Communities can be supported to respond to an increased demand for INPs, and to meet quality standards / requirements for harvesting and simple processing. • Supporting new and innovative techniques for harvesting and processing INPs will lead to increased demand for Namibian INPs. • There are NGOs, companies and government agencies interested in innovating how INPs are harvested. • Increases in demand for INPs can be managed in an environmentally sustainable manner.

9.2 Risks

Each risk is rated by the likelihood of the adverse event occurring as being either negligible (1), low (2), moderate (3), somewhat high (4) or high (5). Second, the impact of the adverse event, if realized, is rated using the same scale (1-5). The risk rating is obtained by adding the likelihood and impact.

Education Project

Activity	Risk	Likelihood (1-5)	Impact (1-5)	Rating (2-10)	Mitigation
Improving the quality of general education	The '47 schools' infrastructure is not completed within the 5 years of the Compact.	1	5	6	The procurement of the design and supervision consultancy has been finalized early and will be concluded before EIF facilitating construction on the first package to start according to the planned timeline. In addition the construction activities have been programmed sufficiently towards the start of the Compact period to allow sufficient 'float' at the end if unexpected complications arise.
	Insufficient supply of teachers for new educational facilities.	1	5	6	While at some of the targeted schools additional teachers will be required to work in the newly built classrooms at many of the schools the new classrooms will be used by teachers previously teaching in makeshift structures. MCA-N will pro-actively engage with MoE management to ensure additional teachers are recruited and/or transferred to the MCA-N targeted schools.
Expanding vocational and skills training	Insufficient qualified instructors at new training sites.	1	5	6	Polytechnic of Namibia (PoN) is to train VTC instructors as per the provisions under ETSIP.
Improving access to and management of textbooks	Textbook delivery not on time and incomplete.	2	3	5	Anticipated that larger orders will increase competition in the book trade and force book suppliers to improve on their service delivery.
Land/site ownership and readiness issues	RSRC & COSDECs – transfer of land/sites to Implementing Partners (IPs) is not finalized timely.	1	5	6	There is sufficient time to address the issue before construction is due to start and MCA-N will pro-actively work with MoE, MRLGHRD, COSDEF, NTA and local authorities to ensure the ownership of the sites is secured in time.
All infrastructure	IPs fail to adequately maintain facilities and equipment or to introduce needed	2	4	6	Infrastructure investments in the MCA-N Compact will be supported by maintenance and management training. The IPs have to demonstrate adequate budget provision is made for

Activity	Risk	Likelihood (1-5)	Impact (1-5)	Rating (2-10)	Mitigation
	management and service improvements.				maintenance of the new (and existing) infrastructure.
	Planning and budgeting for operational recurrent expenses to cover for staffing and running of infrastructure built/expanded is not in line with MCA-N implementation time-frame.	1	5	6	MCA-N engages on on-going basis with the IPs and also at high political level to maintain the GRN commitment to the budget planning process for MCA-N counterpart contribution.
M&E	IPs will be slow to collect some or all of the data required for M&E. If the data collection process is not built into the daily activities of the IP's and properly budgeted for, data gaps may lead to incomplete assessments, leading to difficulties in measuring project impacts.	1	2	3	Discuss Project and M&E work plans with IPs to mainstream M&E and general MCA-N activities into IP work plans.

Tourism Project

Activity	Risk	Likelihood (1-5)	Impact (1-5)	Rating (2-10)	Mitigation
All ENP Infrastructure	Global economic downturn or currency fluctuations reduce numbers of visitors and tourism spending	3	4	7	The MCA-N marketing activity will aggressively market Namibia as an international tourist destination, and will counter some of negative impacts that the economic downturn has created
	Upon completion of new houses, MET may move only actively working/employed staff to the new housing and demolish some existing	2	4	6	Discuss implications with MET and develop a strategy to ensure that the relocation of MET staff does not lead to any involuntary resettlement for residents of the Okaukuejo Staff Village. It is anticipated that the MET Housing Policy will guide the allocation

Activity	Risk	Likelihood (1-5)	Impact (1-5)	Rating (2-10)	Mitigation
	houses, leaving some 'family members of staff' without adequate housing, which would trigger MCC's policy on involuntary resettlement, which brings certain implications.				of the new houses to MET staff.
	Implementing Partner may move slowly on CPs due to staff shortages, busy schedules of staff designated as technical leads, or lack of political will, thereby either delaying or preventing implementation of ENP construction.	4	5	9	Continuous consultations with implementing partners to emphasize urgency of realizing the CPs, and seeking ways of supporting partners to achieve the CPs, via short-term technical assistance as needed
	MET fails to adequately maintain facilities and equipment or to introduce needed management and service improvements.	2	4	6	MCA-N Compact investment in infrastructure is conditional upon meeting all Performance Targets agreed to with GRN and which will be supported through technical assistance. The Performance Targets require reforms to the way in which ENP is managed including delegation of authority, greater control over revenues and expenses, as well as developing an integrated master plan for maintenance of infrastructure and equipment within ENP and demonstrating sufficient budget to implement the plan.
	Planning and budgeting for operational recurrent expenses to cover for staffing, equipping and running of infrastructure built is not in line with MCA-N implementation time-frame.	1	5	6	MCA-N engages on on-going basis with MET and also at high political level to maintain the GRN commitment to the budget planning process for MCA-N counterpart contribution.
Conservancy Support	High costs of human wildlife conflict (HWC) will create a disincentive for communities	2	3	5	MCA-N Compact will provide technical assistance to support the development of conservancy HWC management plans and establish/support HWC insurance schemes.

Activity	Risk	Likelihood (1-5)	Impact (1-5)	Rating (2-10)	Mitigation
	to manage land for wildlife and tourism purposes.				
	Conservancies assisted are unable to achieve economic viability due to lack of tourism or investor demand.	2	4	6	MCC investment will target conservancies with the greatest tourism potential and will focus capacity-building efforts and grant funds on creating financial sustainability through tourism enterprises.
M&E	IPs will be slow to collect some or all of the data required for M&E. If the data collection process is not built into the daily activities of the IP's and properly budgeted for, data gaps may lead to incomplete assessments, leading to difficulties in measuring project impacts.	1	2	3	Discuss Project and M&E work plans with IPs to mainstream M&E and general MCA-N activities into IP work plans.

Agriculture Project

Activity	Risk	Likelihood (1-5)	Impact (1-5)	Rating (2-10)	Mitigation
Livestock Support	The market access activities will increase the commercial viability of livestock production in the NCAs. This could increase pressures on land, which due to inadequate implementation of land laws and policies, could result in elite capture of the benefits of the project or the exacerbation of existing tensions and problems.	2	3	5	<p>The Communal Land Support Activity will bolster capacity to implement the land legislation and policies that will prevent elite capture, including the review of existing large land holdings and illegal fencing and the adjudication of disputes by local government institutions.</p> <p>The CBRLM Activity will assist communities in managing their herds more sustainably, looking after the livestock but also the grazing land.</p>

Activity	Risk	Likelihood (1-5)	Impact (1-5)	Rating (2-10)	Mitigation
	DVS will have operational difficulties tagging 1.2 million large stock and 1.2 million small stock.	2	3	5	Work closely with DVS to plan and executive tagging operations, and plan for additional support if necessary.
	The market access activities will increase the commercial viability of livestock production in the NCAs. This could increase pressures on land, which due to inadequate implementation of land laws and policies, could result in elite capture of the benefits of the project or the exacerbation of existing tensions and problems.	2	3	5	<p>The Communal Land Support Activity will bolster capacity to implement the land legislation and policies that will prevent elite capture, including the review of existing large land holdings and illegal fencing and the adjudication of disputes by local government institutions.</p> <p>The CBRLM Activity will assist communities in managing their herds more sustainably, looking after the livestock but also the grazing land.</p>
	DVS will have operational difficulties tagging 1.2 million large stock and 1.2 million small stock.	2	3	5	Work closely with DVS to plan and executive tagging operations, and plan for additional support if necessary.
	New markets for livestock in the NCA do not materialize. Improved rangeland management practices, off-take rate, quality of livestock (weight and age) can be achieved with an expanding market.				Market incentive to facilitate change. Capacity building and policy alone cannot achieve the desired results. Therefore, orchestrated effort in marketing livestock from the NCA to the SADC region and more importantly achieving disease free status.
SVO Infrastructure	Planning and budgeting for operational recurrent expenses to cover for staffing, equipping and running of infrastructure built is not in line with MCA-N implementation time-frame.	1	5	6	MCA-N engages on on-going basis with MAWF and also at high political level to maintain the GRN commitment to the budget planning process for MCA-N counterpart contribution.

Activity	Risk	Likelihood (1-5)	Impact (1-5)	Rating (2-10)	Mitigation
Land Access and Management	Conflict between communities over rangeland practices and access to shared grazing areas prevent improved rangeland management.	4	4	8	MCA-N and GRN partners will encourage the Traditional Authorities and other key stakeholders to support the rangeland management approach identified in the CBRLM activity.
	Communities are not responding to the changes in rangeland and livestock management anticipated to improve pasture/rangeland, increase household income and off-take rate.	4	3	7	DVS, MCA-N, other support agencies active in the sector and the CBRLM Facilitator will support the targeted RIAs to internalize the anticipated long-term benefits of the CBRLM change management approach so they will buy-into the programme.
	Farmers are unable to raise their income, because of overstocking and continued stress on the rangeland, an important root cause of poor quality livestock produced.	3	4	7	Communities should be given the authority to better manage their open access rangeland and will be supported to develop land use plans and rangeland management programs that promote responsible herd management and rangeland sustainability. A clear policy is needed that enables communities to take responsibility for managing and investing in their own land.
	Lack of willingness of regional leadership in the Kavango Region to support the implementation of the Communal Land Support activity and to increase land parcel registration.	4	3	7	MCA-N will work with GRN officials in MLR, MAWF, other ministries, regional management teams and Traditional Authorities to build support for land registration in the Kavango Region.
INP	INP requires a lot of smaller interventions and is therefore time/human resource intensive.	2	3	5	High level of management support and support from sector partners will be sought to mitigate this potential problem.
	Members of IPTT may have conflict of interest in the Innovation Grant Fund, as the INP sector has limited number of professional actors.	2	3	5	MCA-N will carefully manage the process and seek IPTTs commitment to carry out their national mandate. The Grants committee will include IPTT members but also 1-2 members from outside the sector.

	Drop or loss in market for one or more INPs. Current demand for INP is already down due to global economic recession.	3	4	7	Constant monitoring of market developments for timely adjustment and active marketing of Namibian INPs in new and existing markets.
	Unsustainable harvesting of wild plants. Increased production could exacerbate current trends of over-harvesting of wild populations and the use of unsustainable harvesting methods for <i>Devils Claw</i> and potentially for <i>Ximenia</i> . Increased demand may increase incentives for illegal harvesting of <i>Hoodia gorgonii</i> , which is regulated under the Convention for International Trade of Endangered Species.	2	2	4	A primary activity of the PPO Capacity Building activity is to provide training to PPOs in sustainable harvesting techniques, in order to ensure sufficient wild and unharvested populations remain <i>in situ</i> . The activity aims to mitigate against over harvesting, unethical harvesting, and poaching through several means: a) the cultivation of INPs in a controlled environment; b) the use and enforcement of grade standards, product certification and traceability tools as market entry requirements; and c) increased commercialization and value of INPs.
All	IPs will be slow to collect some or all of the data required for M&E. If the data collection process is not built into the daily activities of the IP's and properly budgeted for, data gaps may lead to incomplete assessments, leading to difficulties in measuring project impacts.	1	2	3	Discuss Project and M&E work plans with IPs to mainstream M&E and general MCA-N activities into IP work plans.

10. Implementation and Management of M&E

The M&E division in MCA-N is responsible for overall monitoring and evaluation of the programme. The M&E division is headed by the Director: M&E and also staffed by a Manager: M&E. The division is primarily responsible for coordinating and ensuring quality and accuracy in data collection and reporting on the indicators in this M&E Plan. In addition, the unit oversees and manages all relevant consultants involved in data quality assessments, survey work, evaluations, and other M&E related activities.

Effective monitoring and evaluation depends on the effective involvement of other MCA-N staff, implementing partners, other government ministries and agencies providing data for programme monitoring, contractors and other key stakeholders. The M&E division will work closely with MCA-N project directors to track results and seek input on evaluations and other activities, with the MCA-N outreach team to communicate results to key stakeholders, and with implementing entities and relevant government ministries to support their data collection and reporting efforts and to ensure data quality and accuracy. When necessary, the M&E division will provide technical support to assist these stakeholders in their data collection activities.

10.1 Responsibilities

The specific responsibilities of the M&E division include:

- Oversee all M&E contract management (survey firms, evaluators, data quality reviewer, ad-hoc consultants);
- Serve as point of contact for M&E issues related to the IPs;
- Serve as primary point of contact on all M&E procurement, finance, and budget issues;
- Liaise with MCA-N project directors, contractors/facilitators and IPs to ensure that required quarterly and annual performance data is submitted on time and to appropriate standards of quality, and that they are receiving adequate support to perform their M&E functions;
- Work with MCA-N project directors on reviewing project monitoring data to evaluate programme effectiveness, assess whether projects are meeting their stated objectives, and make decisions about relevant changes and adjustments to improve performance;
- Manage external reporting obligations, including quarterly and annual reporting to MCC, reporting to GRN as required, reporting to external stakeholders, and other ad-hoc reporting requests;
- Liaise with MCA-N public outreach staff to incorporate project results and M&E data and information into external communication products and to ensure that performance results are communicated to the public;

- Liaise with MCC M&E specialist and Resident Mission on M&E issues and economic analysis issues;
- Provide technical direction, guidance, and advice as necessary on programme M&E issues;
- Oversee the set-up and management of all M&E data and reporting systems, including project monitoring database, surveys and other evaluation data, GIS information, and any other data sources and systems used for the M&E function;
- Conduct analysis and synthesis of project monitoring and other data to assess programme effectiveness and whether projects are meeting their objectives;
- Ensure that data are disaggregated by sex, age and income level, where practicable, and that gender issues are appropriately incorporated into the M&E framework;
- Directly participate in the monitoring of individual programme components through site visits, review of project reports and primary data, and review of secondary data;
- Conduct technical reviews of all evaluation and survey deliverables, and key project performance deliverables, particularly those related to targets in the M&E plan;
- Oversee work of the data quality reviewer, assess data quality review results and serve as primary point of contact to implement any recommended changes or corrections, and conduct intermittent data quality checks to provide additional data quality oversight;
- Conduct relevant economic analysis of projects, such as updating of ex-ante ERRs, ex-post ERRs, etc.;
- Review and revise M&E Plan as necessary on an annual basis.

10.2 Management Information System (MIS)

A Management Information System (MIS) is currently under development, and the first phase has been made operational. The MCA-N MIS provides the staff with a computer-based tool to facilitate and integrate the tasks of planning, management, data collection, monitoring, and reporting. The MIS is an electronic database that MCA-N managers and directors use to enter data and information about the various aspects of programme management. The MIS will be able to generate reports that integrate information related to procurement, project management, financial accountability, and monitoring and evaluation, as well as facilitate the maintenance of accurate and up-to-date information between the various MCA-N departments. The M&E module will be introduced in Phase 2 of the MIS development.

10.3 Budget

The following table contains the budget for Monitoring and Evaluation activities. The line items and amounts may be subject to change based on programme developments during implementation and changing needs and priorities.

	CIF	2009/10	2010/11	2011/12	2012/13	2013/14	TOTAL
Surveys		450 000	450 000	250 000	500 000	750 000	2 400 000
Capacity-Building		287 857	355 286	371 314	338 946	353 340	1 706 743
Data Quality Review		222 000	108 000	30 000	120 000	120 000	600 000
Evaluations		300 000	-	400 000	-	900 000	1 600 000
Miscellaneous		-	-	-	-	-	269 904
TOTAL		2 069 714	1 376 571	1 852 629	1 417 891	3 496 681	6 576 647

Explanatory Notes for March 2010 Revision
New indicators
Revised/re-phrased indicators
MCC Common Indicators
Revised Targets

Annex 1 – Indicator Documentation

Goal Indicators								
Indicator	Definition	Unit	Level	Classification	Source	Frequency	Responsible Party	Notes
Poverty Rate	If the food consumption ratio of a household is more than 60%, then such households are considered as poor.	%	Goal	Level	Household Income and Expenditure Survey (HIES)	End of Compact	Central Bureau of Statistics	If data using a Cost of Basic Needs methodology become available, then those will be used in place of the present Food Consumption Ratio.
Unemployment Rate	Percentage of economically active population who are currently unemployed	%	Goal	Level	Central Bureau of Statistics/Ministry of Labour	End of Compact	Central Bureau of Statistics/Ministry of Labour	
Median Household Income	The sum of total consumption and non-consumption expenditures. Savings are not included.	\$	Goal	Level	Household Income and Expenditure Survey (HIES)	End of Compact	Central Bureau of Statistics	The only data currently available is calculated excluding savings. If data becomes available that includes savings, then that data will be used.

Note: The Goal Indicators are drawn from Vision 2030 and NDP3 and reflect the expectation that MCA Namibia Programme will contribute to the goals of Vision 2030. However, the MCA Namibia Programme is not of sufficient scale or scope to independently achieve these goals.

Education Project										
Indicator	Definition	Unit	Level	Classification	Source	Frequency	Responsible Party	Gender Disaggregation	Vulnerability Disaggregation	Notes
Multiple Activities (National level)										
Promotion Rate of 5 th Grade learners Students - Entire Country	The percentage of all learners in Grade 5 who were promoted and continued schooling in Grade 6 in the year the data is reported (i.e., the percentage of learners who were promoted from 5th in the school year prior to the one reported on, and then continued in the 6th grade in the year being reported on)	%	Objective	Level	EMIS database	Annual	MOE	Yes	Yes*	*) If practicable
Promotion Rate of 7 th Grade learners - Entire Country	The percentage of all learners in Grade 7 who were promoted the previous year and continued schooling in Grade 8 in the year the data is reported (i.e., the percentage of students who were promoted from 7th in the school year prior to the one reported on, and then continued in 8th grade in the year being reported on)	%	Objective	Level	EMIS database	Annual	MOE	Yes	Yes*	*) If practicable
Percentage of learners who are new entrants in Grade 5	Percentage of students in Grade 5 who are there for the first time, i.e. new enrolments or learners who were promoted at the end of the previous year and continued school	%	Objective	Level	EMIS database	Annual	MOE	Yes		
Percentage of learners who are new entrants in Grade 8	Percentage of students in Grade 8 who are there for the first time, i.e. new enrolments or learners who were promoted at the end of the previous year and continued school	%	Objective	Level	EMIS database	Annual	MOE	Yes		
National Pass Rate of JSC learners (grade 10) - Math - Entire Country	Percentage of learners achieving D or better in mathematics (entire country)	%	Objective	Level	DNEA	Annual	MOE	Yes		
National Pass Rate of JSC learners (grade 10) - Science - Entire Country	Percentage of learners achieving D or better in Physical and Life Science (entire country)	%	Objective	Level	DNEA	Annual	MOE	Yes		
National Pass Rate of JSC learners (grade 10) - English - Entire Country	Percentage of learners achieving D or better in English as a second language (entire country)	%	Objective	Level	DNEA	Annual	MOE	Yes		
National Pass Rate of NSSC learners (grade 12) - Math - Entire Country	Percentage of learners achieving D or better in Math (entire country)	%	Objective	Level	DNEA	Annual	MOE	Yes		
National Pass Rate of NSSC learners (grade 12) - Science - Entire Country	Percentage of learners achieving D or better in Physical and Life Science (entire country)	%	Objective	Level	DNEA	Annual	MOE	Yes		
National Pass Rate of NSSC learners (grade 12) - English - Entire Country	Percentage of learners achieving D or better in English as a second language (entire country)	%	Objective	Level	DNEA	Annual	MOE	Yes		
47 Schools										
Promotion Rate of 5 th Grade learners - 47 Schools	The percentage of all learners in Grade 5 who were promoted and continued schooling in Grade 6 in the year the data is reported (i.e., the percentage of students who were promoted from 5th in the school year prior to the one reported on, and then continued in 6th grade in the year being reported on)	%	Objective	Level	EMIS database	Annual	MOE	Yes		

Education Project										
Indicator	Definition	Unit	Level	Classification	Source	Frequency	Responsible Party	Gender Disaggregation	Vulnerability Disaggregation	Notes
Promotion Rate of 7 th Grade learners - 47 schools	The percentage of all learners in Grade 7 who were promoted the previous year and continued schooling in Grade 8 in the year the data is reported (i.e., the percentage of students who were promoted from 7th in the school year prior to the one reported on, and then continued in 8th grade in the year being reported on)	%	Objective	Level	EMIS database	Annual	MOE	Yes	Yes*	*) If practicable
Percent of learners who are new entrants in Grade 5 - 47 schools	Percent of learners in Grade 5 who are there for the first time; i.e. new enrolments or learners who were promoted at the end of the previous year and continued school	%	Objective	Level	EMIS database	Annual	MOE	Yes		
Percent of students who are new entrants in Grade 8 - 47 schools	Percent of learners in Grade 8 who are there for the first time; i.e. new enrolments or learners who were promoted at the end of the previous year and continued school	%	Objective	Level	EMIS database	Annual	MOE	Yes		
Pass Rate of JSC learners (grade 10) - Math - 47 Schools	Percentage of learners achieving D or better in mathematics (at the 46 of the 47 schools that include 10th grade)	%	Objective	Level	DNEA	Year 4, 5	MOE			
Pass Rate of JSC learners (grade 10) - Science - 47 Schools	Percentage of learners achieving D or better in Physical and Life Science (at the 46 of the 47 schools that include 10th grade)	%	Objective	Level	DNEA	Year 4, 5	MOE			
Pass Rate of JSC learners (grade 10) - English - 47 Schools	Percentage of learners achieving D or better in English as a second language (at the 46 of the 47 schools that include 10th grade)	%	Objective	Level	DNEA	Year 4, 5	MOE			
Pass Rate of NSSC learners (grade 12) - Math - 47 schools	Percentage of learners achieving D or better in Math (at the 8 of the 47 schools that include 12th grade)	%	Objective	Level	DNEA	Year 4, 5	MOE			
Pass Rate of NSSC learners (grade 12) - Science - 47 schools	Percentage of learners achieving D or better in Physical and Life Science (at the 8 of the 47 schools that include 12th grade)	%	Objective	Level	DNEA	Year 4, 5	MOE			
Pass Rate of NSSC learners (grade 12) - English - 47 schools	Percentage of learners achieving D or better in English as a second language (at the 8 of the 47 schools that include 12th grade)	%	Objective	Level	DNEA	Year 4, 5	MOE			
Teacher qualification - 47 schools	% of teachers in the 47 schools who have a teacher qualification of Code 4, 5, or 6 for Professional Qualification in the Annual Education Census	%	Outcome	Level	EMIS database	Year 4, 5	MOE			Code 4 is defined as: completion of grade 12 and 3-4 years of tertiary education after Grade 12; Code 5 is defined as: post-graduate teacher diploma; Code 6 is defined as: post-graduate degree.
% disbursed against construction, rehabilitation and equipment contracts for 47 schools	The aggregate amount disbursed divided by all signed contracts for education facility works and/or equipping. Denominator = Value of signed contracts for educational facility works/equipping as defined above. Numerator = Amount of money disbursed on the signed contracts for education facility works/equipping. This is a proxy indicator for physical completion of education facility works. However, since the numerator includes industry standard advance payments and mobilization fees, it does not correlate perfectly with physical progress.	%	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			

Education Project										
Indicator	Definition	Unit	Level	Classification	Source	Frequency	Responsible Party	Gender Disaggregation	Vulnerability Disaggregation	Notes
Value of signed contracts for construction, rehabilitation and equipment for 47 schools	Value of signed contracts, in US Dollars, for educational facility construction or rehabilitation and/or equipping (e.g. information technology, desks and chairs, electricity and lighting, water systems, girls latrines, etc.). If the value of the contract changes, the amount of the change (either + or -) should be reported in the quarter that the change occurred. Cost sharing by others (e.g., co financing by other donors or government) should not be included.	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Value disbursed against construction, rehabilitation and equipment contracts for 47 schools	Actual value disbursed against the contracts for construction, rehabilitation and equipment for 47 schools	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
% disbursed against design/supervisory contracts for 47 schools	The amount disbursed against signed contracts for Design/Supervisory services	%	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Value of signed contracts for design/supervisory services for 47 schools	The value of all contracts that MCA-N have signed with contractors for design/supervisory services	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Value disbursed against design/supervisory contracts for 47 schools	Actual value disbursed against the contracts for construction, rehabilitation and equipment for 47 schools	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Educational facilities constructed, rehabilitated, equipped in the 47 schools sub-activity	Number of unique educational facilities constructed, rehabilitated, and / or equipped according to standards stipulated in MCA contracts signed with implementers.	#	Output	Cumulative	Construction Supervisory Firm Reports	Annually	Construction Supervisory Firm			
Number of students (any level) participating in the 47 schools sub-activity	Cumulative number of unique students enrolled or participating in educational programs in the 47 schools.	#	Output	Cumulative	EMIS database	Annually	MOE	Yes	Yes*	*) If practicable
Vocational Training										
Average income of people employed, or ranges of incomes, and disaggregated by sector	Average income of vocational training programme graduates per sector	N\$	Outcome	level	M&E Survey	Bi-annual	MCA-N	Yes	Yes	Targets TBD pending baseline survey.
No. of trainees who secure 6 months of income during the 12 months' period after course completion for Vocational Education graduates (disaggregated by COSDEC, VTC, private provider, and other)	Income has been secured (formal, informal and self-employment) for at least 6 months during the 1st year after course completion.	# trainees	Objective	Level	M&E Survey	Bi-annual	MCA-N	Yes	Yes	Targets TBD pending baseline survey.
Total net enrolment (disaggregated by COSDEC, VTC, private service provider)	Net number of unique students (headcount) who enrol in one or more courses in the academic year	#	Outcome	Level	NTA	Annual	NTA	Yes	Yes	
Number of COSDEC, VTC and NTA staff trained in admin/management	Number of COSDEC, VTC and NTA staff who participate in management and/or administrative training	#	Output	Cumulative	MCA-N	Quarterly	MCA-N	Yes		
COSDEC Consultant / TA contract signed	COSDEC Consultant / TA contract signed	Date	Process	Level	MCA-N	Once, when completed	MCA-N			
Compliance rate for National Training Fund Levy	% of firms paying the annual levy out of total firms participating	%	Outcome	Level	Collecting Agency	Year 3, 4, 5	NTA			Targets TBD pending more detailed structure of the fund.

Education Project										
Indicator	Definition	Unit	Level	Classification	Source	Frequency	Responsible Party	Gender Disaggregation	Vulnerability Disaggregation	Notes
Value of Vocational Training Grants Awarded through the MCA-N Grant Facility	Amount of grant agreements signed with training services providers using MCA-N grant facility	US\$	Output	incremental	NTA	Quarterly	MCA-N			Targets may be adjusted pending more detailed information on and development of the grant facility.
Value of Vocational Training Grants Awarded through the NTF Levy and Facility	Amount of grant agreements signed with training services providers using NTF Levy	US\$	Output	incremental	NTA	Quarterly	MCA-N			
Number of Vocational Trainees assisted through the MCA-N Grant Facility	Number of Vocational Trainees assisted through the MCA-N Grant Facility	# trainees	Output	incremental	NTA	Quarterly	MCA-N	Yes	Yes	Targets may be adjusted pending more detailed information on and development of the grant facility.
Number of Vocational Trainees assisted through the NTF levy	Number of Vocational Trainees assisted through the NTF Training Fund Levy	# trainees	Output	incremental	NTA	Quarterly	MCA-N	Yes	Yes	
NTF Levy collection system operational		Date	Process	Level	NTA	Once, when completed	NTA			
Contract signed for NTA Advisor		Date	Process	Level	MCA-N	Once	MCA-N			
Total number of COSDECS completed	Number of COSDECS fully completed and operational	# of COSDECS	Output	Cumulative	Construction Supervisory Firm Reports	Quarterly	Construction Supervisory Firm			
% disbursed against construction, rehabilitation and equipment contracts for COSDECS	The aggregate amount disbursed divided by all signed contracts for education facility works and/or equipping. Denominator = Value of signed contracts for educational facility works/equipping as defined above. Numerator = Amount of money disbursed on the signed contracts for education facility works/equipping. This is a proxy indicator for physical completion of education facility works. However, since the numerator includes industry standard advance payments and mobilization fees, it does not correlate perfectly with physical progress.	%	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Value of signed contracts for construction, rehabilitation and equipment for COSDECS	Value of signed contracts, in US Dollars, for educational facility construction or rehabilitation and/or equipping (e.g. information technology, desks and chairs, electricity and lighting, water systems, girls latrines, etc.). If the value of the contract changes, the amount of the change (either + or -) should be reported in the quarter that the change occurred. Cost sharing by others (e.g., co financing by other donors or government) should not be included.	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Value disbursed against construction, rehabilitation and equipment contracts for COSDECS	Actual value disbursed against the contracts for construction, rehabilitation and equipment for COSDECS	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
% disbursed against design/supervisory contracts for COSDECS	The amount disbursed against signed contracts for Design/Supervisory services	%	Process	Cumulative	Construction Supervisory Firm Reports/	Quarterly	MCA-N			
Value of signed contracts for design/supervisory services for COSDECS	The value of all contracts that MCA-N have signed with contractors for design/supervisory services	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			

Education Project										
Indicator	Definition	Unit	Level	Classification	Source	Frequency	Responsible Party	Gender Disaggregation	Vulnerability Disaggregation	Notes
Value disbursed against design/supervisory contracts for COSDECs	Actual value disbursed against the contracts for construction, rehabilitation and equipment for COSDECs	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Number of beneficiaries from the vocational training sub-activity who have completed training.	The total number of students who complete vocational training and graduate with formal certifications awarded through the vocational training sub-activity	0	2009	Cumulative	NTA	Annually	NTA	Yes	Yes	
Textbooks										
Learner-Textbook Ratio of 1 to 1 - disaggregated by Science, Maths and English	Percentage of schools that have a Learner - Textbook Ratio of 1 to 1 for Science, Math and English books for all grades	%	Outcome	Level	For baseline, data will be provided through the Textbook Baseline Survey commissioned in Sept 2009; from 2010/11 EMIS will report on textbook coverage	Years 1-5	MCA-N for Yr 1; MOE/EMIS for Yr2-5			
Learner-Textbook Ratio of 1 to 2 - disaggregated by Science, Maths and English	Percentage of schools that have a Learner - Textbook Ratio of 1 to 2 for Science, maths and English books for all grades	%	Outcome	Level		Years 1-5				
Number of textbooks delivered	Number of textbooks funded by MCA-N delivered to schools	# of textbooks	Output	Level		Year 1, 4, 5	MCA-N			
Number of teachers and managers trained in textbook management, utilisation and storage	Total number of teachers and managers who have received textbook management, utilisation and storage training from the MOE regional inspectors	# trained	Output	incremental	MOE		MOE	Yes	Yes	
Textbook management/utilisation training report received from Contractor.		Date	Process	Date	MOE	Once when completed	MCA-N			
Textbook storage plan complete	Training materials and training plan for textbook usage and storage training is completed and ready for use	Date	Process	Date	MOE/MCA-N	Once when completed	MCA-N			
First textbook procurement contract signed		Date	Process	Date	MCA-N	Once when completed	MCA-N			
Textbook baseline study completed		Date	Process	Date	MCA-N	Once when completed	MCA-N			
Regional Study and Resource Centres										
Number of library loans of books and learning and study materials from MCA-N assisted RSRCs	Number of books and materials library loans per year in MCA-N assisted libraries	# of library loans	Outcome	Level	MOE	Quarterly, starting when construction completed	MOE			
Number of visits to MCA-N assisted RSRCs	Number of visits per year to MCA-N assisted RSRCs	# of visits	Outcome	incremental	MOE	Quarterly, starting once construction completed	MOE	Yes		This indicator includes gross number of visits, and is not for net unique number of visitors (i.e., a person who visits a library more than once may be counted twice)
Number of RSRCs completed & open for visitors	Number of RSRCs open for visitors	# of RSRCs	Outcome	Cumulative	MOE/MCA-N	Annually	MOE			

Education Project										
Indicator	Definition	Unit	Level	Classification	Source	Frequency	Responsible Party	Gender Disaggregation	Vulnerability Disaggregation	Notes
% disbursed against construction, rehabilitation and equipment contracts for RSRCs	The aggregate amount disbursed divided by all signed contracts for education facility works and/or equipping. Denominator = Value of signed contracts for educational facility works/equipping as defined above. Numerator = Amount of money disbursed on the signed contracts for education facility works/equipping. This is a proxy indicator for physical completion of education facility works. However, since the numerator includes industry standard advance payments and mobilization fees, it does not correlate perfectly with physical progress.	%	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Value of signed contracts for construction, rehabilitation and equipment for RSRCs	Value of signed contracts, in US Dollars, for educational facility construction or rehabilitation and/or equipping (e.g. information technology, desks and chairs, electricity and lighting, water systems, girls latrines, etc.). If the value of the contract changes, the amount of the change (either + or -) should be reported in the quarter that the change occurred. Cost sharing by others (e.g., co financing by other donors or government) should not be included.	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Value disbursed against construction, rehabilitation and equipment contracts for RSRCs	Actual value disbursed against the contracts for construction, rehabilitation and equipment for RSRCs	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
% disbursed against design/supervisory contracts for RSRCs	The amount disbursed against signed contracts for Design/Supervisory services	%	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Value of signed contracts for design/supervisory services for RSRCs	The value of all contracts that MCA-N has signed with contractors for design/supervisory services	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Value disbursed against design/supervisory contracts for RSRCs	Actual value disbursed against the contracts for construction, rehabilitation and equipment for RSRCs	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Tertiary Finance and HAMU										
Indicators, baselines, and targets for the Tertiary Finance and HAMU activities will be determined in the September 2010 M&E Plan revision.										

Tourism Project										
Indicator	Definition	Unit	Level	Classification	Source	Frequency	Responsible Party	Gender Disaggregation	Vulnerability Disaggregation	Notes
Multiple Activities										
Number of leisure tourist arrivals	Total number of leisure tourist arrivals recorded per annum	# of arrivals	Objective	Level	NTB, communication to CT, May 2009	Annually in Year 3, 4, 5	NTB			Targets are based on a 7.8% annual increase over the next several years, as estimated in the NTB business plan. The number of leisure tourists is determined based on the following percentages of total arrivals: 50% RSA; 30% Angola; 70% other Africa; 70% Europe; 90% other countries. Reporting on this indicator will be disaggregated by place of origin.
Jobs created through tourism	Number of direct jobs created in the last 12 months within the tourism industry by companies involved in travel and tourism activities, such as hospitality, lodging, food service, equipment rental, guiding, sport hunting, airlines, etc., as defined by NTB	#	Objective	Level	NTB	Annually in Year 3, 4, 5	NTB	Yes	Yes	Targets are based on an estimated 7% - 9% annual increase as per NTB business plan. Outstanding Issues: indicator is TBD as we don't know the number of new jobs in 2008 (previous figure of 20K was total jobs - new and existing); and we need to determine if these figures exclude government agencies / supplier company employments?
Levy Income	Total bed levies collected	N\$	Objective	Level	NTB bed-levy data	Annually in Year 3, 4, 5	NTB			7% increase - The higher increase in years 1 & 2 only is due to expansion of existing levy to other categories, anticipated price increases and fluctuation of the currency. However, from year 3, the levy income will increase at 7% as per NTB business plan
Etosha National Park										
Etosha National Park Gross Revenue	Annual total gross revenue generated by ENP, including gate receipts and concession fees	N\$	Outcome	Level	MET	Annually in Year 3, 4, 5	MET			
Numbers of visitors to Etosha National Park	Annual number of visitors to Etosha National Park	# of visitors	Outcome	Level	ENP park entry records	Quarterly in Year 3, 4, 5	MET			
Ratio of junior staff to senior staff assigned to western area of park	Ratio of junior staff to senior staff assigned to the western area of the park	# junior staff/ # senior staff	Outcome	Level	MET	Annually in Year 3, 4, 5	MET			
Galton Gate Plan completed	Completion of plan to upgrade the Galton Road from restricted access to public access	Date	Process	Date	MET	Year 1	MET			This indicator measures the completion of the Galton Gate Plan only.
Galton Gate Plan implemented	Completion of plan's implementation to upgrade the Galton Road from restricted access to public access	Percentage	Process	Level	MET	Annually in Year 2,3,4,5	MET			This indicator measures the progress in implementing the Galton Gate Plan over years 2-5 of the Compact.
% of Conditions Precedents and Performance Targets met for Etosha National Park activity	% of Conditions Precedents and Performance Targets met for Etosha National Park activity (2 CPs and 7 performance targets)	%	Process	Cumulative	MET	Quarterly in Year 1, 2	MET			
Occupancy rate of new housing units completed	Percentage of completed new housing units occupied by MET park staff	%	Output	Cumulative	MET	Quarterly in Year 3,4,5	MET			
Percentage of housing structures completed	Percentage of staff housing structures completed	%	Output	Cumulative	Construction Supervisory Firm Reports	Quarterly in Year 3,4,5	Construction Supervisory Firm			Targets TBD pending more detailed construction schedule.

Tourism Project										
Indicator	Definition	Unit	Level	Classification	Source	Frequency	Responsible Party	Gender Disaggregation	Vulnerability Disaggregation	Notes
% disbursed against construction, rehabilitation and equipment contracts for ENP housing units/management structures	The aggregate amount disbursed divided by all signed contracts for ENP housing units/management structures works and/or equipping. Denominator = Value of signed contracts for ENP housing units/management structures as defined above. Numerator = Amount of money disbursed on the signed contracts for ENP housing units/management structures works/equipping. This is a proxy indicator for physical completion of ENP housing units/management structures works. However, since the numerator includes industry standard advance payments and mobilization fees, it does not correlate perfectly with physical progress.	%	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly in Year 3,4,5	MCA-N			Targets TBD pending more detailed construction schedule.
Value of signed contracts for construction, rehabilitation and equipment for ENP housing units/management structures	Value of signed contracts for ENP housing units/management structures construction or rehabilitation and/or equipping. If the value of the contract changes, the amount of the change (either + or -) should be reported in the quarter that the change occurred. Cost sharing by others (e.g., co financing by other donors or government) should not be included.	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly in Year 3,4,5	MCA-N			
Value disbursed against construction, rehabilitation and equipment contracts for ENP housing units/managent structures	Actual value disbursed against the contracts for construction, rehabilitation and equipment for ENP housing units/management structures	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly in Year 3,4,5	MCA-N			
% disbursed against design/supervisory contracts for ENP housing units/management structures	The amount disbursed against signed contracts for design/supervisory services for ENP housing units/management structures	%	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly in Year 2,3,4,5	MCA-N			Targets TBD pending more detailed construction schedule.
Value of signed contracts for design/supervisory services for ENP housing units/management structures	The value of contracts MCA-N has signed with contractors for design/supervisory services on ENP housing units/management structures	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly in Year 2,3,4,5	MCA-N			
Value disbursed against design/supervisory contracts for ENP housing units/management structures	Actual value disbursed against the contracts for construction, rehabilitation and equipment for ENP housing units/management structures	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly in Year 2,3,4,5	MCA-N			

Tourism Project										
Indicator	Definition	Unit	Level	Classification	Source	Frequency	Responsible Party	Gender Disaggregation	Vulnerability Disaggregation	Notes
Number of entries and exits through Galton Gate	Number of entries plus exits through Galton Gate	# of entries and exits	Outcome	Level	Galton Gate entry / exit records	Quarterly in Year 1,2,3,4,5	MET			This indicator counts total number of entries and exits, not number of unique visitors. As a result, a visitor who enters and exits through the Galton Gate would be counted twice.
Opening of Galton Gate for general visitor use	Opening of Galton Gate for general visitor use (self-drive tourists)	Date	Process	Date	MET	Once, when completed	MET			
ENP Environmental Carrying Capacity and Investment Opportunities determined	Study done to determine environmental carrying capacity and tourism development potential in and around ENP	Date	Process	Date	Consultancy reports	Once, when completed	MCA			
Number of game translocated to conservancies with MCA-N support	Number of game translocated to conservancies with MCA-N funded equipment or through grants	# of animals translocated	Output	incremental	MET	Annually in Year 1,2,3,4,5	MET			Includes rare species in indicator below
Number of rare game (segregated by species) translocated to conservancies with MCA-N support	Number of rare game (segregated by species) translocated to conservancies with MCA-N funded equipment or through grants	# of animals translocated	Output	incremental	MET	Annually in Year 1,2,3,4,5	MET			Rare species include white rhino, black rhino, disease-free buffalo, roan, sable, black-faced impala. There are many external factors governing translocations of rare wildlife, including demand, success of capture activities, approval from MET, and conservancy capacity to manage rare game. Therefore, there is a chance that in any particular year, the targets may not be met due to factors beyond the control of MCA-N.
Number of kilometres of roads and fire breaks in conservancies adjacent to Etosha National Park maintained by MET.	Number of kilometres of roads and fire breaks in conservancies adjacent to Etosha National Park maintained by MET.	kilometres (km)	Output	incremental	MET	Quarterly in Year 1,2,3,4,5	MET			
Number of kilometres of roads and fire breaks within Etosha National Park maintained by MET.	Number of kilometres of roads and fire breaks within Etosha National Park maintained by MET	Km	Output	Level	MET	Quarterly in Year 1,2,3,4,5	MET			MET provided a year one value of 15749 with annual increases of 600 km each year. However, we need to clarify if these values include capacity with new equipment, and what the optimal road maintenance (in km) target is.
Marketing in Tourism										
Tourist arrivals from the North American market	Number of tourist arrivals from the targeted North American market per year (United States and Canada)	# of arrivals	Outcome	Level	NTB	Annually in Year 3; 4; 5	NTB			Targets TBD pending hiring of activity consultant. Baseline may need to be updated with Canadian figures
Occupancy rate at lodges along newly-developed domestic and regional tourist routes	Number of beds at lodges, hotels, B&Bs, and other tourist accommodation that are occupied or rented on an annual basis.	% expressed over the total number of available beds	Outcome	Cumulative	NTB	Quarterly in Year 4, 5	NTB			
Number of unique visits on NTB website	Number of unique visits on NTB website	# of visits	Output	Level	National Tourism Board	Quarterly in Year 1,2,3,4,5	NTB			Targets TBD pending more detailed plan for re-design of NTB website
Conversion rates on NTB website	Number of visitors to the NTB website that are "converted," as defined by the number of visitors who enter the website, and then register as a user for updates	#	Outcome	Level	National Tourism Board	Quarterly in Year 1,2,3,4,5	NTB			Targets TBD pending more detailed plan for re-design of NTB website
Number of Regional tourism routes developed and marketed to public	Number of regional tourism routes developed and marketed to public	# of routes	Output	Cumulative	National Tourism Board	Quarterly in Year 2,3,4,5	NTB			

Tourism Project										
Indicator	Definition	Unit	Level	Classification	Source	Frequency	Responsible Party	Gender Disaggregation	Vulnerability Disaggregation	Notes
Number of releases of NTB website completed	Number of releases of NTB website completed	# of Releases	Process	Cumulative	NTB	Annually in Year 1,2	NTB			
Number of North American tourism businesses (travel agencies and tour operators) that offer Namibian tours or tour packages	Number of North American tourism businesses (travel agencies/ tour operators) that offer Namibian tours or tour packages	# of businesses	Output	Level	North American Tourism Marketing Campaign Manager	Annually in Year 2,3,4,5	North American Tourism Marketing Campaign Manager			This indicator will track the number of North American tourism businesses (travel agents, tour operators, adventure travel companies, etc.) that offer tours, tour packages, or organized trips with Namibia as a principal or secondary destination
Conservancy Support										
Annual Gross Revenue to Conservancies receiving MCA assistance	Total annual gross revenue to conservancies receiving MCA assistance from all sources except donors and government. Includes revenue to conservancies from (1) cash income to conservancy, (2) household income from conservancy-related wage, salary, or sale of crafts, and (3) non-financial income such as meat or in-kind services such as training or housing for lodge staff	\$	Objective	Level	CBNRM database	Annually in Year 2,3,4,5	NACSO			
Median Household income in conservancies receiving MCA assistance	Median Household Income in conservancies receiving MCA assistance	\$	Objective	Level	Joint HH Survey with ICEMA	Annually in Year 2,3,4,5	MCA-N (survey)	Yes	Yes	
Share of conservancy revenue paid out in dividends and/ or spent on community services	% of total annual revenue paid out in dividends to households and/or spent on community services (includes all cash revenue)	%	Objective	Level	CBNRM database	Annually in Year 1,2,3,4,5	NACSO			
Amount of private sector investment secured per year by MCA-assisted conservancies for development	Amount of private sector funds leveraged by MCA-assisted conservancies for development	N\$	Objective	Incremental	CBNRM database	Annually in Year 2,3,4,5	NACSO			
Number of visitors per year to MCA-assisted conservancies	Number of visitors per year to MCA-assisted conservancies	#	Outcome	Level	CBNRM database	Annually in Year 3,4,5	NACSO			
Number of measures taken through MCA-N grants to prevent human wildlife conflict	Protection of water points, crop fields, livestock and humans through grants	#	Outcome	Incremental	Conservancy Development Programme Manager	Annually in Year 3,4,5	Conservancy Development Programme Manager			
Value of grants issued by the Conservancy Grant Fund	Value of grants issued by the Conservancy Grant Fund	N\$	Output	Cumulative	Conservancy Development Programme Manager	Annually in Year 2,3,4,5	Conservancy Development Programme Manager			Targets TBD pending detailed structure of the fund.
Number of Annual General Meetings (AGMs) with financial reports submitted & benefit distribution plans discussed	AGM, benefit distribution, financial reports submitted	# of Conservancies holding AGMs	Output	Level	Conservancy Development Programme Manager	Annually in Year 2,3,4,5	Conservancy Development Programme Manager			
Conservancy Needs Assessment Completed	Conservancy Needs Assessment done over 6 months	Date	Process	Date	MCA	Quarterly in Year 1	Consortium doing the Conservancy Needs Assessment			

Agriculture Project										
Indicator	Indicator Definition/description	Unit	Level	Classification	Source	Frequency	Responsible Party	Gender Disaggregation	Vulnerability Disaggregation	Notes
Multiple Activities										
Value of sales of slaughtered cattle in the Northern Communal Areas	Value of sales of slaughtered cattle paid to farmers by Meatco , the producer-owned parastatal processing organization created under the Namibian Meatco Act	\$ Namibian Dollars (Real, constant 2009 \$N)	Objective	incremental	Meatco	Years 3, 4, 5	MCA-N			
Number of cattle slaughtered in the Northern Communal Areas	Number of cattle slaughtered in the formal market	# of cattle	Objective	incremental	Meatco	Years 3, 4, 5	MCA-N			
Livestock										
Number of cattle inspections in the previous 12 months in the NCAs by a DVS animal health technician	Number of cattle inspections (on unique cattle) in the NCAs by a DVS health technician during the last 12-month reporting period.	# of cattle inspections	Outcome	Level	Directorate of Veterinary Services - MAWF	Years 3, 4, 5	MCA-N			The baseline value is actually gross count of inspections, and may include double counting. This was the only data available. Targets, however, are based on reducing double counting due to tagging, and are for number of inspections on unique cattle. This is why the targets are lower than the baseline value.
Number of cattle infections diagnosed during the last 12-month reporting period by DVS.	Number of cattle infections diagnosed that include foot and mouth disease, lung sickness (contagious bovine pleural pneumonia), lymph and skin disease, black quarter, botulism, and rabies during the last 12-month reporting period.	# of infections	Outcome	incremental	Directorate of Veterinary Services - MAWF	Year 3, 4, 5	MCA-N			This is a total infection incidence rate (i.e., if an animal gets diagnosed with more than one infection, it is counted as 2 incidences). Year 3, 4, and 5 targets are based in reducing incidence rate to 70, 50, and 20 percent of the baseline respectively.
Number of cattle tagged	Number of cattle tagged as part of the traceability activity	# of cattle	Output	Cumulative	Namlits database	Quarterly	MCA-N			
NCA module of Namlits database fully operational	Module of Namlits database for data from the NCAs fully operational and able to be populated with data	Date	Process	Date	DVS	Once when completed	MCA-N			
Trial run of traceability system completed	Trial run of new traceability system implemented and completed	Date	Process	Date	System Contractor	Once when completed	MCA-N			
Request for Proposals (RfP) for livestock tags published	Request for Proposals (RfP) for livestock tags published	Date	Process	Date	MCA-N	Once when completed	MCA-N			
Number of new state veterinary offices (SVOs) operational	Number of new SVOs that are completely constructed, equipped, staffed, and conducting business	# of offices	Output	incremental	Construction Supervisory Firm Reports	Quarterly	Construction Supervisory Firm (on construction completed) and DVS (on operations)			
% disbursed against construction contracts for SVOs	The aggregate amount disbursed divided by all signed contracts for SVO works. Denominator = Value of signed contracts for SVOs as defined above. Numerator = Amount of money disbursed on the signed contracts for SVO works. This is a proxy indicator for physical completion of SVO works. However, since the numerator includes industry standard advance payments and mobilization fees, it does not correlate perfectly with physical progress.	%	Process	incremental	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			

Agriculture Project										
Indicator	Indicator Definition/description	Unit	Level	Classification	Source	Frequency	Responsible Party	Gender Disaggregation	Vulnerability Disaggregation	Notes
Value of signed contracts for construction for SVOs	Value of signed contracts for SVOs construction. If the value of the contract changes, the amount of the change (either + or -) should be reported in the quarter that the change occurred. Cost sharing by others (e.g., co financing by other donors or government) should not be included.	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Value disbursed against construction contracts for SVOs	Actual value disbursed against the contracts for construction for SVOs	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
% disbursed against design/supervisory contracts for SVOs	The amount disbursed against signed contracts for design/supervisory services for SVOs	%	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Value of signed contracts for design/supervisory services for SVOs	The value of contracts MCA-N has signed with contractors for design/supervisory services on the SVOs	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Value disbursed against design/supervisory contracts for SVOs	Actual value disbursed against the contracts for construction, rehabilitation and equipment for SVOs	US\$ mil	Process	Cumulative	Construction Supervisory Firm Reports/ MCA-N	Quarterly	MCA-N			
Value of grant agreements signed under the Livestock Efficiency Fund	Value of grant agreements signed under the Livestock Efficiency Fund	US\$	Output	Cumulative	MCA-N	Quarterly	MCA-N	Yes	Yes	Targets for this indicator are to be determined, pending a more detailed plan for the grant facility.
Full proposals submitted for first round of grant selection for the Livestock Efficiency Fund	Full proposals submitted for first round of grant selection	Date	Process	Date	MCA-N	Once when completed	MCA-N			Targets for this indicator are to be determined, pending a more detailed plan for the grant facility.
Concept papers submitted for first round of grant selection for the Livestock Efficiency Fund	Concept papers submitted for first round of grant selection	Date	Process	Level	MCA-N		MCA-N			Targets for this indicator are to be determined, pending a more detailed plan for the grant facility.
CBRLM										
Increase in average annual household income	[(Average Income for Participating Households for the previous 12 months)*(Average Consumer Price Index for the previous 12 months)]/ [(Average Consumer Price Index for the 12 months covered by the baseline household income survey)) - Baseline Average Income for Participating Households.]	\$ Namibian (Real - 2009 Constant \$N)	Objective	Cumulative	CBRLM survey	Year 4, 5	CBRLM survey facilitator	Yes	Yes	Baseline and targets may be subject to change pending updated baseline survey. Note - This will only measure earned income and not include unearned income such as transfer payments from the government. All earned income will be counted including wages from off-farm activities, income from cattle and small stock, and the value of farm products produced for self-consumption.
Off-take rate	All cattle sold in an informal or formal market by a Participating Household over the previous 12 months) / (Herd Size at beginning of period	%	Outcome	Level	CBRLM facilitator and CBRLM survey	Year 4, 5	CBRLM facilitator; CBRLM survey facilitator			Baseline and targets may be subject to change pending updated baseline survey.
% of herd that are male cattle older than 5 years	All cattle in the herd that are older than 60 months/ total herd.	%	Outcome	Level	CBRLM facilitator	Year 3, 4, 5	CBRLM facilitator; CBRLM survey facilitator			Baseline and targets may be subject to change pending updated baseline survey.

Agriculture Project										
Indicator	Indicator Definition/description	Unit	Level	Classification	Source	Frequency	Responsible Party	Gender Disaggregation	Vulnerability Disaggregation	Notes
Average weight of three-year-old cattle	Average live weight of cattle age 30 - 34 months old	Kg	Outcome	Level	CBRLM facilitator	Year 3, 4, 5	CBRLM facilitator			Baseline and targets may be subject to change pending updated baseline measure taken by CBRLM facilitator.
Selection of RIAs Completed		Date	Process	Date	MCA-N	Once, when completed	MCA-N			RIAs rather than OVS will be used in the CBRLM intervention
CBRLM facilitator contract signed	CBRLM facilitator contract signed	Date	Process	Date	MCA-N	Once, when completed	MCA-N			
Land Use Plan Implementation Rate	Rate at which land use plans are implemented among beneficiaries of the CBRLM sub-activity	%	Process	Level	CLB consultant	annual	MCA-N/CLB Consultant			
Number of trainers certified	Number of trainers who complete training and are awarded certificates under the CBRLM sub-activity	# of certifications	output	Cumulative	CLB consultant	Quarterly	MCA-N/CLB Consultant	Yes		
Number of days trainers on site at RIAs during the previous 3 months	Number of days trainers on site at RIAs during the previous 3 months	# of days	Process	Level	CLB consultant	Quarterly	MCA-N/CLB Consultant			
Number of RIAs Land Use Plan Implementation Agreements	Total number of grazing areas Land Use plan implementation Agreements signed and are in force	#	Process	Cumulative	CLB consultant	annual	MCA-N/CLB Consultant			
Number of participating households registered in the programme	Total number of households that registered and participate in the CBRLM programme	# of households	Output	Cumulative	CLB consultant	Quarterly	MCA-N/CLB Consultant		Yes	
# of certifications of completion of training	Number of individuals who are trained and awarded certificates on completion of training under the CBRLM intervention	# of certifications	Output	Cumulative	CLB consultant	Quarterly	MCA-N/CLB Consultant	Yes	Yes	
Number of RIAs that have completed a Land Use plan	Total number of Grazing areas within the RIAs that have completed a Land Use plan	#	Output	Cumulative	CLB consultant	annual	MCA-N/CLB Consultant			
Number of RIAs that have completed a Rangeland Management Plan	Total number of Grazing areas that have completed a Rangeland Management plan under the CBRLM sub-activity	#	Process	Cumulative	CLB consultant	Quarterly	MCA-N/CLB Consultant			
Number of RIAs that have completed a Livestock Management Plan	Total number of Grazing areas that have completed a Livestock Management Plan under the CBRLM sub-activity	#	Process	Cumulative	CLB consultant	Quarterly	MCA-N/CLB Consultant			
Number of RIAs that have completed a Business Management Plan	Total number of Grazing areas that have completed a Livestock Management Plan under the CBRLM sub-activity	#	Process	Cumulative	CLB consultant	Quarterly	MCA-N/CLB Consultant			
Community exchange visits	Community exchange visits conducted between representatives of the different communities benefitting from the CBRLM sub-activity	#	Output	Cumulative	CLB consultant	Quarterly	MCA-N/CLB Consultant			
Communal Land Support										
Total number of hectares (of all parcels) registered	Total number of hectares (of all parcels) registered under the activity	# of hectares	Outcome	Cumulative	CLB consultant	Quarterly	CLB Consultant	Yes	Yes	Targets are TBD pending mapping and planning exercise that will be completed by the consultant when hired. This indicator also will be disaggregated according to parcels 20 hectares and larger, and parcels less than 20 hectares. The targets, when determined, will apply to the total number of hectares registered only; disaggregation will be for informational purposes.

Agriculture Project										
Indicator	Indicator Definition/description	Unit	Level	Classification	Source	Frequency	Responsible Party	Gender Disaggregation	Vulnerability Disaggregation	Notes
Number of Communal Land Board members and Traditional Authority members trained	Number of Communal Land Board members and Traditional Authority members trained	# of members	Output	Cumulative	CLB consultant	Quarterly	CLB Consultant	Yes		This indicator is for tracking purposes only, to disaggregate number of people trained by sex, and does not have targets. The relevant targets for this activity are set for the indicator for total number of communal land boards and traditional authorities trained.
Number of outreach events held	Number of outreach events held	# of events	Output	Cumulative	CLB consultant	Quarterly	CLB Consultant			Targets are TBD pending planning exercise that will be completed by the consultant when hired.
Procedures, Operations, and Systems Report submitted	Procedures, Operations, and Systems Report submitted	Date	Process	Date	CLB consultant	Once, when completed	CLB Consultant			
Registration Strategy and Implementation Plan Submitted	Strategy and Implementation Plan Submitted	Date	Process	Date	CLB consultant	Once, when completed	CLB Consultant			
Communal Land Support facilitator Contract Awarded	Communal Land Support consultant contract Awarded	Date	Process	Date	MCA-N	Once, when completed	MCA-N			
Indigenous Natural Products PPO										
Income of households from INP production and Sales	Total payments to producers who are members of a PPO that has signed a Service Contract with the Consultant.	NAM \$ (Real, 2009 constant \$N)	Objective	Level	Conservancy and INP HH Income Survey	Year 5	INP Survey	Yes	Yes	The baseline will include payments in calendar year 2009 from the 27 PPOs listed in Annex 1. If the consultant works with PPOs that are not part of the original 27, the baseline will be adjusted by adding the total payments to producers who are members of the additional PPO in the year prior to their inclusion in the programme. All data will be adjusted for inflation using the Average CPI for 2009 and the average CPI of the year being measured.
Value-added of INP processing	Total sales of INP's produced by PPO's (including profit, annualised cost of capital, and wage bill) minus value of raw inputs.	NAM \$ (Real, 2009 constant \$N)	Objective	Level	Conservancy and INP HH Income Survey	Year 5	INP Survey			All data will be adjusted for inflation using the Average CPI for 2009 and the average CPI of the year being measured. The baseline for PPOs shall be calculated using data prior to the year of signing the Service Contract with the Consultant.
Number of new and improved INP production and processing technologies introduced to processors	Number of new and improved INP production and processing technologies introduced to processors	# of technologies	Outcome	Cumulative	INP Consultant	Year 3, 4, 5	INP Consultant			
INP PPO Contract Awarded	INP PPO Contract Awarded	Date	Process	Date	MCA-N/INP Facilitator	Once, when completed	MCA-N			
Value of grant agreements signed under the INP Innovation Fund	Value of grant agreements signed under the INP Innovation Fund	\$ US Dollars	Output	Cumulative	MCA-N/INP Facilitator	Quarterly	MCA-N			Targets TBD pending detailed design of the fund.
Full proposals submitted for first round of grant selection	Full proposals submitted for first round of grant selection	Date	Process	Date	MCA-N/INP Facilitator	Once when completed	MCA-N			Targets TBD pending detailed design of the fund.
Concept papers submitted for first round of grant selection	Concept papers submitted for first round of grant selection	Date	Process	Date	MCA-N/INP Facilitator	Once when completed	MCA-N			Targets TBD pending detailed design of the fund.
Organizational audit of IPTT completed	Organizational audit of IPTT completed	Date	Process	Date	MCA-N/INP Facilitator	Quarterly	MCA-N			
Number of PPOs with signed service contract	The number of Producer & Processor Organisations that have signed a service contract with the Service Provider	# of producers	Output	Cumulative	MCA-N/INP Facilitator	annual	MCA-N			
Number of INP producers selected, mobilised and trained	The number of Producers that have been selected, mobilised and trained	# of INP producers	Output	Cumulative	MCA-N/INP Facilitator	annual	MCA-N	Yes	Yes	
Value of Primary production improvement Grants signed	The value of the Primary Production Improvement Grants awarded to Producers & Processor Organisations	NAM \$ (Real, 2009 constant \$N)	Process	Cumulative	MCA-N/INP Facilitator	annual	MCA-N			
# Primary Production Improvement Grants awarded	The number of Primary Production Improvement Grants awarded	# of grants	Process	Cumulative	MCA-N/INP Facilitator	Quarterly				

Agriculture Project										
Indicator	Indicator Definition/description	Unit	Level	Classification	Source	Frequency	Responsible Party	Gender Disaggregation	Vulnerability Disaggregation	Notes
Number of PPOs that have adopted a business plan	The number of Producer & Processor Organisations that have adopted a business plan	# of PPOs	Process	Cumulative	MCA-N/INP Facilitator	Quarterly	MCA-N			
Number of PPOs trained in organisational Management	The number of Producer & Processor Organisations that have been trained in organisational management	# of PPOs	Output	Cumulative	MCA-N/INP Facilitator	Quarterly	MCA-N			
Number of PPOs trained in business and marketing principles	The number of Producer & Processor Organisations that have been trained in business and marketing principles	# of PPOs	Output	Cumulative	MCA-N/INP Facilitator	Quarterly	MCA-N			
Number of Resource Management/Monitoring Plans	The number of Resource Management / Monitoring Plans that have been adopted	# of plans	Process	Cumulative	MCA-N/INP Facilitator	Quarterly	MCA-N			
Number of PPOs certified	The number of Producer & Processor Organisations whose product/s and production process have been certified by an external body to be either “organic” or “free trade”.	# of PPOs	output	Cumulative	MCA-N/INP Facilitator	Quarterly	MCA-N			

Annex 2 - Indicator Baselines and Targets

Goal Indicator										
Indicator	Unit	Baseline	Baseline Source	Baseline Year	2009/10	2010/11	2011/12	2012/13	2013/14	End of Compact
Poverty Rate	%	27.9%	Central Bureau of Statistics/ National Development Plan 3	2003/2004					20.0%	20.0%
Unemployment Rate	%	36.7%	Central Bureau of Statistics/ National Development Plan 3	2003/2004					33.6%	33.6%
Household Income	\$	N\$ 43,520	Central Bureau of Statistics/ National Development Plan 3	2003/2004					N\$ 55,269	N\$ 55,269

Note: The Goal Indicators are drawn from Vision 2030 and NDP3 and reflect the expectation that MCA Namibia Programme will contribute to the goals of Vision 2030. However, the MCA Namibia Programme is not of sufficient scale or scope to independently achieve these goals.

Education Project										
Indicator	Unit	Baseline	Baseline Year	Baseline Source	2009/10	2010/11	2011/12	2012/13	2013/14	End of Compact
Multiple Activities (National level)										
Promotion Rate of 5 th Grade learners Students - Entire Country	%	70.9%	2008	EMIS 2008	73.0%	75.2%	77.5%	79.8%	82.2%	82.2%
Promotion Rate of 7 th Grade learners - Entire Country	%	77.1%	2008	EMIS 2008	79.4%	81.8%	84.2%	86.8%	89.4%	89.4%
Percentage of learners who are new entrants in Grade 5	%	75.6%	2008	EMIS 2008	77.9%	80.2%	82.6%	85.1%	87.6%	87.6%
Percentage of learners who are new entrants in Grade 8	%	75.6%	2008	EMIS 2008	77.9%	80.2%	82.6%	85.1%	87.6%	87.6%
National Pass Rate of JSC learners (grade 10) - Math - Entire Country	%	16.6%	2008	EMIS 2008	19.1%	22.0%	25.2%	29.0%	33.4%	33.4%
National Pass Rate of JSC learners (grade 10) - Science - Entire Country	%	25.7%	2008	EMIS 2008	29.6%	34.0%	39.1%	44.9%	51.7%	51.7%
National Pass Rate of JSC learners (grade 10) - English - Entire Country	%	27.2%	2008	EMIS 2008	31.3%	36.0%	41.4%	47.6%	54.7%	54.7%
National Pass Rate of NSSC learners (grade 12) - Math - Entire Country	%	18.3%	2009	EMIS 2008	21.0%	24.2%	27.8%	32.0%	36.8%	36.8%
National Pass Rate of NSSC learners (grade 12) - Science - Entire Country	%	16.3%	2009	EMIS 2008	18.7%	21.6%	24.8%	28.5%	32.8%	32.8%
National Pass Rate of NSSC learners (grade 12) - English - Entire Country	%	23.1%	2009	EMIS 2008	26.6%	30.5%	35.1%	40.4%	46.5%	46.5%
47 Schools										
Promotion Rate of 5 th Grade learners - 47 Schools	%	65.4%	2008	EMIS 2008	65.4%	65.4%	68.7%	72.1%	75.7%	75.7%
Promotion Rate of 7 th Grade learners - 47 schools	%	73.2%	2008	EMIS 2008	73.2%	73.2%	76.9%	80.7%	84.7%	84.7%
Percent of learners who are new entrants in Grade 5 - 47 schools	%	67.3%	2008	EMIS 2008	67.3%	67.3%	70.7%	74.2%	77.9%	77.9%
Percent of students who are new entrants in Grade 8 - 47 schools	%	72.7%	2008	EMIS 2008	72.7%	72.7%	76.3%	80.2%	84.2%	84.2%
Pass Rate of JSC learners (grade 10) - Math - 47 Schools	%	16.7%	2008	DNEA	16.7%	16.7%	20.0%	24.0%	28.9%	28.9%
Pass Rate of JSC learners (grade 10) - Science - 47 Schools	%	22.8%	2008	DNEA	22.8%	22.8%	27.4%	32.8%	39.4%	39.4%
Pass Rate of JSC learners (grade 10) - English - 47 Schools	%	22.6%	2008	DNEA	22.6%	22.6%	27.1%	32.5%	39.1%	39.1%
Pass Rate of NSSC learners (grade 12) - Math - 47 schools	%	14.5%	2008	DNEA	14.5%	14.5%	17.4%	20.9%	25.1%	25.1%
Pass Rate of NSSC learners (grade 12) - Science - 47 schools	%	17.7%	2008	DNEA	17.7%	17.7%	21.2%	25.5%	30.6%	30.6%

Education Project										
Indicator	Unit	Baseline	Baseline Year	Baseline Source	2009/10	2010/11	2011/12	2012/13	2013/14	End of Compact
Pass Rate of NSSC learners (grade 12) - English - 47 schools	%	20.7%	2008	DNEA	20.7%	20.7%	24.8%	29.8%	35.8%	35.8%
Teacher qualification - 47 schools	%	85.0%	2008	EMIS database	85.0%	85.0%	86.7%	88.4%	90.2%	90.2%
% disbursed against construction, rehabilitation and equipment contracts for 47 schools	%	0	2009	MCA-N	8%	75%	97%	100%	100%	100%
Value of signed contracts for construction, rehabilitation and equipment for 47 schools	US\$ mil	0	2009	MCA-N	12.91	24.31	30.90	37.28	40.95	40.95
Value disbursed against construction, rehabilitation and equipment contracts for 47 schools	US\$ mil	0	2009	MCA-N	1.03	18.24	29.98	37.28	40.95	40.95
% disbursed against design/supervisory contracts for 47 schools	%	0	2009	MCA-N	34%	58%	83%	93%	100%	100%
Value of signed contracts for design/supervisory services for 47 schools	US\$ mil	0	2009	MCA-N	7.20	7.20	7.20	7.20	7.20	7.20
Value disbursed against design/supervisory contracts for 47 schools	US\$ mil	0	2009	MCA-N	2.45	4.18	5.98	6.70	7.20	7.20
Educational facilities constructed, rehabilitated, equipped in the 47 schools sub-activity	#	0	2009	MCA-N	0	13	39	47	47	47
Number of students (any level) participating in the 47 schools sub-activity	#	27,936	2009	EMIS database	27,936	27,936	28,436	29,436	30,561	30,561
Vocational Training										
Average income of people employed, or ranges of incomes, and disaggregated by sector	%	TBD	2009/2010	MCA-N	TBD	TBD	TBD	TBD	TBD	TBD
No. of trainees who secure 6 months of income during the 12 months' period after course completion for Vocational Education graduates (disaggregated by COSDEC, VTC, private provider, and other)	# of trainees	TBD	2009/2010	MCA-N	TBD	TBD	TBD	TBD	TBD	TBD
Total net enrolment (disaggregated by COSDEC, VTC)	#	4,619	2008	NTA	5,119	5,619	6,619	8,619	10,197	10,197
Number of COSDEC, VTC and NTA staff trained in admin/management	#	0	2009/2010	MCA-N	0	0	20	0	0	20
COSDEC Consultant / TA contract signed	Date	0	2013	MCA-N	0	0	1	0	0	1

Education Project										
Indicator	Unit	Baseline	Baseline Year	Baseline Source	2009/10	2010/11	2011/12	2012/13	2013/14	End of Compact
Compliance rate for National Training Fund Levy	%	N/A	2012	N/A	TBD	TBD	TBD	TBD	TBD	TBD
Value of Vocational Training Grants Awarded through the MCA-N Grant Facility	US\$	0	2009/2010	NTA	0.45	0.9	1.5	1.0	0.9	4.67
Value of Vocational Training Grants Awarded through the NTF Levy and Facility	US\$	0	2009/2010	NTA	TBD	TBD	TBD	TBD	TBD	TBD
Number of Vocational Trainees assisted through the MCA-N Grant Facility	# of trainees	0	2008/2009	NTA	562.5	1,125	1,875	1,250	1,063	5,838
Number of Vocational Trainees assisted through the NTF levy	# of trainees	0	2008/2009	NTA	TBD	TBD	TBD	TBD	TBD	TBD
NTF Levy collection system operational	Date	0	2009	NTA	0	0	30-Jun-12	0	0	30-Jun-12
Contract signed for NTA Advisor	Date	0	2009	NTA	1-Feb-10	0	0	0	0	1-Feb-10
Total number of COSDECS completed	# of COSDECS	0	2011	N/A	0	0	5	9	9	9
% disbursed against construction, rehabilitation and equipment contracts for COSDECS	%	0	2009	MCA-N	0%	26%	68%	85%	15%	100%
Value of signed contracts for construction, rehabilitation and equipment for COSDECS	US\$ mil	0	2009	MCA-N	0	7.15	10.47	10.47	10.47	10.47
Value disbursed against construction, rehabilitation and equipment contracts for COSDECS	US\$ mil	0	2009	MCA-N	0	1.84	7.15	8.90	1.57	10.47
% disbursed against design/supervisory contracts for COSDECS	%	0	2009	MCA-N	33%	61%	74%	98%	100%	100%
Value of signed contracts for design/supervisory services for COSDECS	US\$ mil	0	2009	MCA-N	2.02	2.02	2.67	2.67	2.67	2.67
Value disbursed against design/supervisory contracts for COSDECS	US\$ mil	0	2009	MCA-N	0.67	1.23	1.98	2.61	2.67	2.67
Number of beneficiaries from the vocational training sub-activity who have completed training.	# of beneficiaries	TBD	2011	MCA-N	TBD	TBD	TBD	TBD	TBD	
Textbooks										
Learner-Textbook Ratio of 1 to 1 - disaggregated by Science, Maths and English	%	TBD	2009/2010	MCA-N	TBD	TBD	TBD	TBD	TBD	TBD
Learner-Textbook Ratio of 1 to 2 - disaggregated by Science, Maths and English	%	TBD	2009/2010	MCA-N	TBD	TBD	TBD	TBD	TBD	TBD

Education Project										
Indicator	Unit	Baseline	Baseline Year	Baseline Source	2009/10	2010/11	2011/12	2012/13	2013/14	End of Compact
Number of textbooks delivered	# of textbooks	0	2009	MOE	TBD	TBD	TBD	TBD	TBD	TBD
Number of teachers and managers trained in textbook management, utilisation and storage	# trained	0	2009	MOE	0	6,455	6,455	6,455	0	19,364
Textbook management/utilisation training report received from Contractor.	Date	0	2009	MCA-N	14-Sep-10	0	0	0	0	14-Sep-10
Textbook storage plan complete	Date	0	2009	N/A	31-Oct-09	0	0	0	0	31-Oct-09
First textbook procurement contract signed	Date	0	2009	N/A	15-Dec-09	0	0	0	0	15-Dec-09
Textbook baseline study completed	Date	0	2009	N/A	30-Mar-10	0	0	0	0	30-Mar-10
Regional Study and Resource Centres										
Number of library loans of books and learning and study materials from MCA-N assisted RSRCs	# of library loans	0	2009	0	0	0	TBD	TBD	TBD	TBD
Number of visits to MCA-N assisted RSRCs	# of visits	0	2009	0	0	0	60,000	80,000	100,000	240,000
Number of RSRCs completed & open for visitors	# of RSRCs	0	2009	N/A	0	0	2	3	3	3
% disbursed against construction, rehabilitation and equipment contracts	%	0	2009	MCA-N	0%	23%	91%	96%	100%	100%
Value of signed contracts for construction, rehabilitation and equipment for RSRCs	US\$ mil	0	2009	MCA-N	4.58	13.11	13.11	13.11	13.11	13.11
Value disbursed against construction, rehabilitation and equipment contracts for RSRCs	US\$ mil	0	2009	MCA-N	0.00	3.01	11.89	12.65	13.11	13.11
% disbursed against design/supervisory contracts for RSRCs	%	0	2009	MCA-N	53%	66%	83%	96%	100%	100%
Value of signed contracts for design/supervisory services for RSRCs	US\$ mil	0	2009	MCA-N	2.43	2.43	2.43	2.43	2.43	2.43
Value disbursed against design/supervisory contracts for RSRCs	US\$ mil	0	2009	MCA-N	1.30	1.60	2.01	2.35	2.43	2.43
Tertiary Finance and HAMU										
Indicators, baselines, and targets for the Tertiary Finance and HAMU activities will be determined in the September 2010 M&E Plan revision.										

Tourism Project										
Indicator	Unit	Baseline	Baseline Year	Baseline Source	2009/10	2010/11	2011/12	2012/13	2013/14	End of Compact
Multiple Activities										
Number of leisure tourist arrivals	# of arrivals	456,021	2007	NTB	491,591	529,935	571,270	615,829	663,863	2,872,487
Jobs created through tourism	#	TBD	2006	NTB	TBD	TBD	TBD	TBD	TBD	TBD
Levy Income	N\$ million	14.9	2008	NTB	17.8	23.5	25	27	28	121
Etosha National Park (ENP)										
Etosha National Park Gross Revenue	N\$ million	2.96	2007	ENP Business Plan	n/a	n/a	3.63	3.88	4.14	4.14
Numbers of visitors to ENP	# of visitors	200,000	2007	ENP Business Plan	n/a	n/a	242,000	266,200	293,000	293,000
Ratio of junior staff to senior staff assigned to western area of park	# junior staff/ # senior staff	1:51	2007	ENP Business Plan	n/a	n/a	1:30	1:30	1:30	1:30
Galton Gate Plan completed	Date	N/A	N/A	MET	30-Sep-10					30-Sep-10
Galton Gate Plan implemented	Percentage	0%	N/A	MET		25%	50%	75%	100%	100%
% of Conditions Precedents and Performance Targets met for ENP activity	%	0%	2009	N/A	50%	100%	N/A	N/A	N/A	100%
Occupancy rate of new housing units completed	%	0	2009	MET	N/A	N/A	75%	85%	100%	100%
Percentage of housing structures completed	%	0	2009	Construction Progress reports	TBD	TBD	TBD	TBD	TBD	TBD
% disbursed against construction, rehabilitation and equipment contracts for ENP housing units/management structures	%	0	2009	MCA-N	0%	TBD	TBD	TBD	TBD	100%
Value of signed contracts for construction, rehabilitation and equipment for ENP housing units/management structures	US\$ mil	0	2009	MCA-N	0	14.85	25.83	25.83	25.83	25.83
Value disbursed against construction, rehabilitation and equipment contracts for ENP housing units/managent structures	US\$ mil	0	2009	MCA-N	0	TBD	TBD	TBD	TBD	TBD
% disbursed against design/supervisory contracts for ENP housing units/management structures	%	0	2009	MCA-N	0%	TBD	TBD	TBD	TBD	100%
Value of signed contracts for design/supervisory services for ENP housing units/management structures	US\$ mil	0	2009	MCA-N	0	4.39	4.39	4.39	4.39	4.39
Value disbursed against design/supervisory contracts for ENP housing units/management structures	US\$ mil	0	2009	MCA-N	0	TBD	TBD	TBD	TBD	TBD
Number of entries and exits through Galton Gate	# of entries and exits	1,504	2008	Galton Gate entry / exit records	N/A	N/A	N/A	1,600	2,000	2,000
Opening of Galton Gate for general visitor use	Date	N/A	N/A	N/A					31-Jul-14	31-Jul-14

Tourism Project										
Indicator	Unit	Baseline	Baseline Year	Baseline Source	2009/10	2010/11	2011/12	2012/13	2013/14	End of Compact
ENP Environmental Carrying Capacity and Investment Opportunities determined	Date	N/A	N/A	N/A			13-Jul-11			13-Jul-11
Number of game translocated to conservancies with MCA-N support	# of animals translocated	416	2007	CBNRM Database		445	476	510	545	1,976
Number of rare game (segregated by species) translocated to conservancies with MCA-N support	# of animals translocated	122	2007	CBNRM Database	140	161	186	213	245	946
Number of kilometres of roads and fire breaks in conservancies adjacent to ENP maintained by MET.	kilometres (km)	250		MET		350	400	450	500	1,700
Number of kilometres of roads and fire breaks within ENP maintained by MET.	km	15,149	2009	MET	TBD	TBD	TBD	TBD	TBD	TBD
Marketing in Tourism										
Tourist arrivals from the North American market	# of arrivals	19,342	2007	National Tourism Board Tourist Arrival Statistics	TBD	n/a	TBD	TBD	TBD	TBD
Occupancy rate at lodges along newly-developed domestic and regional tourist routes	% expressed over the total number of available beds	0%	2009	N/A				20%	40%	40%
Number of unique visits on NTB website	# of visits	144,637	2008	NTB	TBD	TBD	TBD	TBD	TBD	TBD
Conversion rates on NTB website	#	TBD	TBD	NTB	N/A	TBD	TBD	TBD	TBD	TBD
Number of Regional tourism routes developed and marketed to public	# of routes	1	2009	NTB	n/a	2	3	4	5	5
Number of releases of NTB website completed	# of Releases	0	2009	NTB	1	2	2	2	n/a	2
Number of North American tourism businesses (travel agencies and tour operators) that offer Namibian tours or tour packages	# of businesses	30	2008	NTB	TBD	TBD	TBD	TBD	TBD	TBD
Conservancy Support										
Annual Gross Revenue to Conservancies receiving MCA assistance	\$	27,665,935	2008	State of Conservancy Reports 2008 & Conservancy Annual Budget	n/a	28,495,913	29,350,790	30,231,314	31,138,254	119,216,271
Median Household income in conservancies receiving MCA assistance	\$	TBD	2010	HH Survey		TBD	TBD	TBD	TBD	TBD
Share of conservancy revenue paid out in dividends and/ or spent on community services	%	7.0%	2008	State of Conservancy Reports 2008 & Conservancy Annual Budget	N/A	N/A	8.0%	8.5%	9.0%	9.0%
Amount of private sector investment secured per year by MCA-assisted conservancies for development	N\$	9,566,488	2007	State of Conservancy Reports 2008, Conservancy Annual Budget	N/A	N/A	10,523,137	11,575,450	12,732,996	34,831,583

Tourism Project										
Indicator	Unit	Baseline	Baseline Year	Baseline Source	2009/10	2010/11	2011/12	2012/13	2013/14	End of Compact
Number of visitors per year to MCA-assisted conservancies	#	TBD	2008	State of Conservancy Reports 2008, Conservancy Annual Budget	N/A	N/A	TBD	TBD	TBD	TBD
Number of measures taken through MCA-N grants to prevent human wildlife conflict	#	0	2011	MCA-N	N/A	N/A	6	10	15	31
Value of grants issued by the Conservancy Grant Fund	N\$	0	N/A	MCA-N	N/A	TBD	TBD	TBD	TBD	TBD
Number of Annual General Meetings (AGMs) with financial reports submitted & benefit distribution plans discussed	# of Conservancies holding AGMs	0		MCA-N	N/A	N/A	10	20	27	57
Conservancy Needs Assessment Completed	Date	0		MCA-N	31-May-10	N/A	N/A	N/A	N/A	31-May-10

				Agriculture Project						
Indicator	Unit	Baseline	Baseline Year	Baseline Source	2009/10	2010/11	2011/12	2012/13	2013/14	End of Compact
Multiple Activities										
Value of sales of slaughtered cattle in the Northern Communal Areas	N\$ (Real, constant 2009)	32,077,653	2008	Meatco			37,800,000	42,000,000	46,000,000	125,800,000
Number of cattle slaughtered in the Northern Communal Areas	# of cattle	9,454	2008	Meatco			10,500	11,000	11,500	33,000
Livestock										
Number of cattle inspections in the previous 12 months in the NCAs by a DVS animal health technician	# of cattle inspections	1,256,813 cattle inspections	2008	DVS		1,005,450	1,030,587	1,068,291	1,131,132	1,131,132
Number of cattle infections diagnosed during the last 12-month reporting period by DVS.	# of infections	41,271	2008	DVS		8,254	28,890	20,636	8,254	66,034
Number of cattle tagged	# of cattle	0	2009	N/A			700,000	800,000	1,000,000	1,000,000
NCA module of Namlits database fully operational	Date	N/A	N/A	N/A		30-Sep-11				30-Sep-11
Trial run of traceability system completed	Date	N/A	N/A	N/A		30-Sep-11				30-Sep-11
Request for Proposals (RfP) for livestock tags published	Date	N/A	N/A	N/A	30-Sep-10					30-Sep-10
Number of new state veterinary offices (SVOs) operational	# of centres	0	2009	N/A			3	0	2	5
% disbursed against construction contracts for SVOs	%	0	2009	MCA-N	0%	23%	74%	3%	0%	100%
Value of signed contracts for construction for SVOs	US\$ mil	0	2009	MCA-N	0	7.23	7.23	7.23	7.23	7.23
Value disbursed against construction contracts for SVOs	US\$ mil	0	2009	MCA-N	0	1.66	7.01	7.23	7.23	7.23
% disbursed against design/supervisory contracts for SVOs	%	0	2009	MCA-N	0%	65%	22%	13%	0%	100%
Value of signed contracts for design/supervisory services for SVOs	US\$ mil	0	2009	MCA-N	0	1.08	1.08	1.08	1.08	1.08
Value disbursed against design/supervisory contracts for SVOs	US\$ mil	0	2009	MCA-N	0	0.70	0.94	1.08	1.08	1.08
Value of grant agreements signed under the Livestock Efficiency Fund	US\$	0	2009	N/A		1,500,000	3,000,000	2,300,000		6,800,000
Full proposals submitted for first round of grant selection	Date	N/A	N/A	N/A	Nov-10					Nov-10
Concept papers submitted for first round of grant selection	Date	N/A	N/A	N/A	Sep-10					Sep-10
CBRLM										

Indicator	Unit	Baseline	Baseline Year	Baseline Source	2009/10	2010/11	2011/12	2012/13	2013/14	End of Compact
Increase in average annual household income	N\$ (Real, 2009 Constant)	TBD	2010	CBRLM Survey				4,000	5,300	5,300
Off-take rate	%	TBD	2009	CBRLM Survey				10%	10%	10%
% of herd that are male cattle older than 5 years	%	TBD	2010	CBRLM Survey			10%	7%	5%	5%
Average weight of three-year-old cattle	Kg	TBD	2010	CBRLM Survey			280	300	360	360
Selection of RIAs Completed	Date	N/A	N/A	N/A	31-Jul-10					31-Jul-10
CBRLM facilitator contract signed	Date	N/A	N/A	N/A	31-Mar-10					31-Mar-10
Land Use Plan Implementation Rate	Date	0	N/A	N/A	31-Mar-10			70%	80%	80%
Number of trainers certified	#	0	2009	N/A	20					20
Number of days trainers on site at RIAs during the previous 3 months	#	0	2009	N/A	600	900	900	900	900	900
Number of RIAs Land Use Plan Implementation Agreements	#	0	2009	N/A	6	9				9
Number of participating Households registered in the programme	#	0	2009	N/A	500	1,400	1,500			1,500
# of Certifications of completion of training	# of certifications	0	2009	N/A	0	0	0	900	1,200	1,200
Number of RIAs that have completed a Land Use plan	#	0	2009	N/A		9				9
Number of RIAs that have completed a Rangeland Management Plan	#	0	2009	N/A		6	9			9
Number of RIAs that have completed a Livestock Management Plan	#	0	2009	N/A		6	9			9
Number of RIAs that have completed a Business Management Plan	#	0	2009	N/A		3	9			9
Community exchange visits	#	0	2009						25	25
Communal Land Support										
Total number of hectares (of all parcels) registered	# of hectares	0	2009	N/A	TBD	TBD	TBD	TBD	TBD	TBD
Number of Communal Land Board members and Traditional Authority members trained	# of members	0	2009	N/A	TBD	TBD	TBD	TBD	TBD	TBD
Number of outreach events held	# of events	0	2009	N/A	TBD	TBD	TBD	TBD	TBD	TBD
Procedures, Operations, and Systems Report submitted	Date	N/A	N/A	N/A		31-Jul-11				31-Jul-11
Registration Strategy and Implementation Plan Submitted	Date	N/A	N/A	N/A	10-Oct-10					10-Oct-10
Communal Land Support facilitator Contract Awarded	Date	N/A	N/A	N/A	31-Mar-10					31-Mar-10
Indigenous Natural Products										

Indicator	Unit	Baseline	Baseline Year	Baseline Source	2009/10	2010/11	2011/12	2012/13	2013/14	End of Compact
Income of households from INP production and Sales	N\$ (Real, Constant 2009)	TBD	2009	Conservancy and INP HH Income Survey			BL+N\$750,000		BL+N\$3mil	BL+N\$3mil
Value-added of INP processing	N\$ (Real, Constant 2009)	TBD	2009	Conservancy and INP HH Income Survey			BL+ 5%		BL+20%	BL+20%
Number of new and improved INP production and processing technologies introduced to processors	#	0	2009	N/A			5	7	10	10
INP PPO Contract Awarded	Date	N/A	N/A	N/A	20-Jun-10					20-Jun-10
Value of grant agreements signed under the INP Innovation Fund	US\$	0	2009	N/A		610,000	610,000	610,000	610,000	2,440,000
Full proposals submitted for first round of grant selection	Date	N/A	N/A	N/A	Oct-10	TBD	TBD	TBD	TBD	TBD
Concept papers submitted for first round of grant selection	Date	N/A	N/A	N/A	Aug-10	TBD	TBD	TBD	TBD	TBD
Organizational audit of IPTT completed	Date	N/A	N/A	N/A		15-Sep-11				15-Sep-11
Number of PPOs with signed service contract	#	N/A	N/A	N/A	13	20	30	30	30	30
Number of INP producers selected and mobilized	#	N/A	N/A	N/A	3,750	7,500	9,000	9,000	9,000	9,000
Value of Primary production improvement Grants signed	US\$	N/A	N/A	N/A	20,000	80,000	160,000	200,000		200,000
Number of Primary production improvement Grants signed	#	N/A	N/A	N/A	5	16	32	40		40
Number of PPOs that have adopted a business plan	#	N/A	N/A	N/A	0	20	30	30	30	30
Number of PPOs trained in organisational Management	#	N/A	N/A	N/A	10	15	30	30	30	30
Number of PPOs trained in business and marketing principles	#	N/A	N/A	N/A	10	15	30	30	30	30
Number of Resource Management/Monitoring Plans	#	N/A	N/A	N/A		10	15	30	30	30
Number of PPOs certified	#	N/A	N/A	N/A					2	2

Annex 3 – Summary of Modifications to Indicators, Baselines, and Targets

This section summarizes all indicator, baseline, and target modifications to date.

In this March 2010 iteration of the M&E Plan revision, the indicator information tables have been made explicit regarding the disaggregation by gender and vulnerable groups. The indicators remain unchanged yet the data collection against these indicators will be gender specific and for identified vulnerable groups as defined for each project.

Indicator	Date of Modification	Details of Modification	Justification
Education			
47 Schools			
Enrollment rate	Mar-10	Rephrased to (# of students any level participating in 47 schools)	to give it clearer focus on the 47 schools sub-activity
% of contracted construction, works disbursed for 47 schools	Mar-10	Rephrased to (% of contracted construction, rehabilitation and equipment disbursed for 47 schools)	synchronisation with MCC common indicators clearer focus on "construction, rehabilitation and equipment"
Value of signed contracts for works for 47 schools	Mar-10	Rephrased to (Value of signed contracts for construction, rehabilitation and equipment for 47 schools)	synchronisation with MCC common indicators clearer focus on "construction, rehabilitation and equipment"
Total # of sites completed	Mar-10	Rephrased to (Educational facilities constructed, rehabilitated, equipped in the 47 schools sub-activity)	synchronization with MCC common indicators clearer focus on "construction, rehabilitation and equipment"
Vocational Training			
Employment level of Vocational education trainees two years after completion of coursework	Mar-10	Deleted	old indicator lacked clarity.
% of contracted construction works disbursed for COSDECs)	Mar-10	Rephrased to (% of contracted construction, rehabilitation and equipment disbursed for COSDECs)	synchronization with MCC common indicators clearer focus on "construction, rehabilitation and equipment"
Value of signed contracts for construction works for COSDECs)	Mar-10	Rephrased to (Value of signed contracts for construction, rehabilitation and equipment for COSDECs)	synchronization with MCC common indicators clearer focus on "construction, rehabilitation and equipment"
Value of Vocational Training Grants Awarded through the MCA-N Grant Facility	Mar-10	Indicator Split to separate MCA-N grant from NTF levy	Need to separate NTF levy from MCA-N grant funding
Value of Vocational Training Grants Awarded through the NTF Levy and Facility	Mar-10	New indicator created by separating MCA-N grant facility from NTF Levy funding	Need to separate NTF levy from MCA-N grant funding

Indicator	Date of Modification	Details of Modification	Justification
Number of Vocational Trainees assisted through the MCA-N Grant Facility	Mar-10	Indicator Split to separate MCA-N grant from NTF levy	Need to separate NTF levy from MCA-N grant funding
Number of Vocational Trainees assisted through the NTF levy	Mar-10	New indicator created by separating MCA-N grant facility beneficiaries from NTF Levy funding	Need to separate NTF levy from MCA-N grant funding
# of instructors Trained and certified	Mar-10	Deleted	No specific focus on instructor training in this sub-activity
Number of beneficiaries from the vocational training sub-activity who have graduated.	Mar-10	New indicator	Replaced (enrollment rate)
Textbooks			
Training of trainers in the administration of textbook usage and storage training complete	Mar-10	Deleted	redundant on other indicators already In the plan
Regional Study Resource Centers			
% of contracted construction works disbursed for RSRCs	Mar-10	Rephrased to (% of contracted construction and equipment disbursed for RSRCs	synchronization with MCC common indicators clearer focus on "construction and equipment"
Value of signed contracts for construction works disbursed for RSRCs	Mar-10	Rephrased to (Value of signed contracts for construction and equipment for RSRCs)	synchronization with MCC common indicators clearer focus on "construction and equipment"
Tourism			
# of NTB websites completed	Mar-10	End of compact target revised downward from 4 to 2	budgetary issue and re-negotiation forcing a reduction in phases from 4 to 2
% of budgeted amount contracted for works	Mar-10	Rephrased	Rephrased to allow new definition to be consistent with the correct formula for calculation purposes
Jobs created through tourism	Mar-10	changed from being "cumulative" to a "level" type indicator	to allow comparison over time
% of budgeted amount contracted for works	Mar-10	Rephrased	Rephrased to allow new definition to be consistent with the correct formula for calculation purposes
Annual Gross Revenue to Conservancies receiving MCA assistance	Mar-10	changed from being "cumulative" to a "level" type indicator	to allow simple comparison over time
Value of grants issued by the Conservancy Grant Fund	Mar-10	Changed from being a "level" type indicator to a cumulative indicator	The data captured makes more sense when added up over time
Agriculture			
Livestock			

Indicator	Date of Modification	Details of Modification	Justification
Value of grant agreements signed under LEF	Mar-10	Targets defined	previously there was no target
Number of cattle infections diagnosed during the last 12-month reporting period by DVS.	Mar-10	changed from being "cumulative" to a "level" type indicator	to allow simple comparison over time
% of contracted construction works disbursed for state veterinary offices (SVOs)	Mar-10	Redefined	Rephrased to allow new definition to be consistent with the correct formula for calculation purposes
% disbursed against Design/Supervisory Contracts	Mar-10	Redefined	Rephrased to allow new definition to be consistent with the correct formula for calculation purposes
CBRLM			
Increase in Av annual HH income	Mar-10	targets revised in line with contract negotiations	There was no baseline year before, need to synchronize the targets with contact agreement
Offtake Rate	Mar-10	indicator definition changed, targets revised in line with contract negotiations	Indicator definition changed to broaden it to reflect not only commercial use but social use of cattle as well. need to synchronize the targets with contact agreement
% of herd that are male cattle older than 5 years	Mar-10	Baseline year identified as 2011	There was no baseline year before
Av weight of 3 year old cattle	Mar-10	targets revised in line with contract negotiations	There was no baseline year before, need to synchronize the targets with contact agreement
Selection of RIAs	Mar-10	Indicator name changed from OVS to RIAs	Use of OVS stopped but RIAs is the approach
Land Use Plan Implementation Rate	Mar-10	New indicator added	Strengthen reporting
Number of trainers certified	Mar-10	New indicator added	Strengthen reporting
Number of days trainers on site at RIAs during the previous 3 months	Mar-10	New indicator added	Strengthen reporting
Number of RIAs Land Use Plan Implementation Agreements	Mar-10	New indicator added	Strengthen reporting
Number of participating Households registered in the programme	Mar-10	New indicator added	Strengthen reporting
Number of RIAs that have completed a Land Use plan	Mar-10	New indicator added	Strengthen reporting

Indicator	Date of Modification	Details of Modification	Justification
Number of RIAs that have completed a Rangeland Management Plan	Mar-10	New indicator added	Strengthen reporting
Number of RIAs that have completed a Livestock Management Plan	Mar-10	New indicator added	Strengthen reporting
Number of RIAs that have completed a Business Management Plan	Mar-10	New indicator added	Strengthen reporting
Community exchange visits	Mar-10	New indicator added	Strengthen reporting
Land Use Plan Implementation Rate	Mar-10	Revised targets	need to synchronize the targets with contract agreement
INP			
Income of households from INP production and Sales	Mar-10	Revised targets and baseline	need to synchronize the targets with contract agreement
Value added of INP production	Mar-10	Revised targets and baseline	need to synchronize the targets with contract agreement
Number of INP producers with signed service contract	Mar-10	New indicator added	Strengthen reporting
# of registered INP producers and harvesters	Mar-10	Rephrased to (Number of INP producers selected and mobilized)	re-worded to capture not only registered members but those who actively participate in production and harvesting
# of producer and processor groups trained		Deleted	New indicators added that are more specific about the different aspects of training
Value of Primary production improvement Grants signed	Mar-10	New indicator added	Strengthen reporting by providing a new focus on unique aspects of the INP sub-activity
Number of Primary production improvement Grants signed	Mar-10	New indicator added	Strengthen reporting by providing a new focus on unique aspects of the INP sub-activity
Number of PPOs that have adopted a business plan	Mar-10	New indicator added	Strengthen reporting by providing a new focus on unique aspects of the INP sub-activity
Number of PPOs trained in organisational Management	Mar-10	New indicator added	Strengthen reporting by providing a new focus on unique aspects of the INP sub-activity
Number of PPOs trained in business and marketing principles	Mar-10	New indicator added	Strengthen reporting by providing a new focus on unique aspects of the INP sub-activity

Indicator	Date of Modification	Details of Modification	Justification
Number of Resource Management/Monitoring Plans	Mar-10	New indicator added	Strengthen reporting by providing a new focus on unique aspects of the INP sub-activity
Number of PPOs certified	Mar-10	New indicator added	Strengthen reporting by providing a new focus on unique aspects of the INP sub-activity
Number of Female producer and processor group members trained	Mar-10	New indicator added	Needed as part of MCA-N's commitment to Gender issues